



Annual Report

Transport for NSW

2017-18 • Volume 1

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Letter to Ministers

The Hon. Andrew Constance MP
Minister for Transport and Infrastructure

The Hon. Stuart Ayres MP
Minister for WestConnex

The Hon. Melinda Pavey MP
Minister for Roads,
Maritime and Freight

Parliament House
Macquarie Street, Sydney NSW 2000

Dear Ministers

I am pleased to submit for presentation to Parliament the Annual Report for the Department of Transport for the financial year ended 30 June 2018.

The annual report for the Department of Transport includes the annual report for Transport for NSW for the financial year ended 30 June 2018.

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

Yours sincerely



Rodd Staples
Secretary,
Transport for NSW

From the Secretary



Image © Destination NSW





Better services, more choice

Transport is essential to our daily lives.

The people of New South Wales have told us they want us to address congestion, continue to prioritise safety and provide them with more choice in how and when they travel around our State.

Over the next 40 years, Sydney will become a city of 12 million people and the regional NSW population will swell by 700,000 people. Our transport networks will need to manage 28 million trips per day and metropolitan freight loads will double.

There's a lot of work to do to ensure our roads and public transport infrastructure keeps pace with a growing NSW.

That's why we're tackling this issue as a priority and the NSW Government is backing this up with record investment: \$51.2 billion over the next four years to improve roads and public transport right across NSW.

Future Transport 2056

In March 2018, the NSW Government released Future Transport 2056, a suite of documents that sets out a Strategy, Service and Infrastructure Plans for Regional NSW and Sydney and a number of supporting plans to guide transport investment over the next 40 years.

Future Transport builds on the achievements of the 2012 Long Term Transport Master Plan, which has unlocked unprecedented local and international investment in the NSW transport network.

It is the first plan of its kind to consider how we harness rapid advancements in technology and innovation to transform the customer experience and boost economic performance across NSW. It also focuses

on place making and how integrated land use and transport planning can activate public spaces, corridors and networks.

Recognising the role of transport as an enabler of economic and social activity and its contribution to long term economic, social and environmental outcomes, Future Transport aligns transport and land use planning to create better places to live, work and do business. It was developed in close consultation with the Greater Sydney Commission, Infrastructure NSW, the Department of Premier and Cabinet and the Department of Planning and Environment as well as a number of other government agencies, industry and local communities.

The Future Transport team visited over 60 regional and metropolitan locations to talk to the community, industry and local councils and directly seek their input. A digital campaign also led to 2,000 comments on the Strategy and Plans and more than 500 submissions. By consolidating and considering all feedback we refined our plans so Future Transport 2056 truly reflects what our customers and communities want.

Delivering a better journey

Across the State, we need to deliver for today's customers while preparing for tomorrow.

In regional areas, we're upgrading roads, bridges and rail through the Fixing Country Roads and Fixing Country Rail programs. This important work is improving access to transport, creating better connections and providing faster and safer journeys for passengers and freight.

In Sydney, we are delivering an integrated, modern, public transport system with more services to meet increasing demand as the city grows.

We boosted capacity and increased services in 2017-18 through the More Trains, More Services program on our rail network, started the Northern Beaches B-Line bus service, and took delivery of the remaining four new Sydney Inner Harbour ferries.

Work continued on Sydney Metro projects, with Sydney Metro Northwest due to open in the first half of 2019 and Sydney Metro City and Southwest services expected to begin in 2024.

In line with our strategy of place-making, we are progressing work to revitalise Sydney's most iconic transit precincts including Circular Quay and Redfern.

Safety is at the forefront of everything we do at Transport. In particular, we are working hard to meet the State Priority to reduce road fatalities by at least 30 per cent by 2021 with educational campaigns, new laws and improvements to road safety infrastructure.

We also launched the first On Demand Public Transport pilot programs, an exciting and creative new offering for customers which benefitted from the introduction of OpalPay to make journeys between services easier.

Throughout an unprecedented large scale infrastructure build, it's pleasing to see that customer satisfaction with our services has remained stable. Satisfaction with train, bus, ferry and light rail services remained at or above 86 per cent, the majority of road customers were at or above 83 per cent, while Point to Point Transport either improved or was stable with levels of satisfaction at or above 86 per cent.

People at the heart

Our people are vital to what we deliver – everyday they're serving our customers, whether on our networks or behind the scenes.

To continue improving our services, we are creating a workplace where our people are valued and can make a difference. To that end, we're continuing to champion diversity and inclusion, with a particular focus on increasing the number of women in leadership positions and increasing Indigenous employment opportunities across the Transport cluster.

Investing for today and the future

Improving transport across our State is vital – for our quality of life and our growing economy – and a transformation is certainly underway. We've already come a long way and there's plenty more to do.

Rodd Staples

Secretary
Transport for NSW

About us





Transport for NSW

About transport

Every day, millions of people make use of a form of transport, be it private or public, car, bus, train or ferry. Our transport system serves our State's 7.5 million residents, 800,000 businesses and 30 million visitors.

Transport is critical to the future of NSW and integral to our work and schools. It's how we are able to connect with family, friends and the great social, cultural and leisure activities that NSW has to offer. Transport moves the products we use every day, helps to grow our economy, and supports businesses to provide the services we need.

At Transport for NSW, we are determined to provide an integrated and innovative transport system that makes NSW a better place for the whole community.

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

Established in November 2011, Transport for NSW is the lead agency of the NSW Transport cluster. 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 planning, policy, strategy, regulation, funding allocation and other non-service delivery functions for all modes of transport in NSW. These modes include road, rail, ferry, light rail, point to point, regional air, community transport, cycling and walking.

We focus on improving our customers' experience by contracting public and private operators to deliver customer-centric 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 2017-18, we focused on delivering new infrastructure, with a multi-billion dollar investment program, growing public transport services and networks and providing excellent customer services. We worked in partnership with other transport agencies and industry partners to maintain the State's \$147 billion portfolio of transport assets.

Our structure

There are seven divisions of Transport for NSW plus the Sydney Metro Delivery Office and the Point to Point Transport Commission.

What we do at Transport

Customer Services

Customer Services is focused on the end-to-end customer journey experience to enable customers to travel seamlessly across our transport networks. It is responsible for public affairs, community engagement, the operation of Opal, customer relations, government services, and pricing and revenue management. Customer Services manages the marketing and communication campaigns across the cluster, from promoting the use of public transport to communicating about safer behaviours on roads and waterways. It manages media affairs, develops digital products and gathers customer insights to apply to the design of customer experiences for all Transport products and services, enabling innovative solutions that improve customer outcomes.

Freight, Strategy and Planning

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

Infrastructure and Services

Infrastructure and Services has a vital role in providing integrated end-to-end planning, design and delivery of the services that keep NSW moving safely. The division works in partnership with Transport cluster agencies, industry and the community, to ensure that transport services are delivered everywhere they are needed throughout NSW. From service and operational planning, to program

design and delivery, asset management and maintenance, Infrastructure and Services transform strategy into seamless transport networks and services, delivering a multi-billion dollar portfolio of public transport infrastructure projects, and operating transport services that provide value for our customers.

Finance and Investment

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

People and Corporate Services

People and Corporate Services works in partnership with the business to provide advice and support to enable the delivery of key NSW Government and Transport initiatives. The division provides human resources, organisational development, legal services, corporate policy and investigations, information technology and transport shared services. It manages HR, payroll and procurement services for Transport cluster agencies.

Transport Coordination

Transport Coordination leads the planning, coordination and real-time management of the transport network. It enables seamless, safe and reliable journeys for our customers, provides transport services and customer information, and communication on major events and disruptions. Transport Coordination also manages traffic and transport disruptions associated with major transport and road infrastructure projects in the Sydney Metropolitan area, providing proactive monitoring and management of the transport network, and leading a coordinated, multi-modal incident management response across all transport modes. It takes a holistic approach to managing and minimising the impact of transport works on customers, businesses and the community. Transport Coordination plans and manages transport for major and special events, and leads the security and emergency management plans across the Transport cluster.

Office of the Secretary

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

Sydney Metro Delivery Office

Leading the largest public transport project in Australia, Sydney Metro Delivery Office oversees the development of Australia's first fully-automated metro rail system. Sydney Metro will run from Rouse Hill in Sydney's north-west, through Chatswood to the Sydney CBD and on to Bankstown. Sydney Metro Delivery Office is also leading the development phase of Sydney Metro West which will link the CBDs of Parramatta and Sydney.

During 2017-18, Sydney Metro Delivery Office began its transition to become an operating agency. This will take effect as of 1 July 2018.

The Point to Point Transport Commission

The Point to Point Transport Commission supports the NSW Point to Point Transport Commissioner to regulate taxis, hire cars, ride sharing and similar 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 Office of Transport Safety Investigations is an independent agency within the Transport cluster that produces its own annual report. The Port Authority of New South Wales, 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 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

Integrity

We take responsibility and communicate openly

Collaboration

We value each other and create better outcomes by working together

Safety

We prioritise safety for our people and our customers

Solutions

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



Assets



\$147
billion
network
assets



Approx
18,000
kilometres
of road



Approx
12,000
kilometres
of rail



Over
8,000
buses



Approx
400
stations
and
stops



Over
2000
train
carriages



Over
30
ferries



Over
100
wharves
and
jetties



12
Light
Rail
Vehicles

Key Facts



Employees

- Approximately **4100** people work for Transport for NSW
- More than **27,000** people work for the Transport cluster
- Approximately **350** locations across NSW



Planned infrastructure investment

- **\$51.2 billion** for road, public transport and freight infrastructure in Sydney and regional areas over the four years to 2022

WestConnex artist impression



Accessible services, stations and wharves

- More than **89 per cent** of patrons accessing a train station or wharf has wheelchair access



Number of extra weekly services

- Since 2011:
 - Train – more than **3000**
 - Bus – about **28,000**
 - Ferry – about **700**
 - Light rail – more than **180**



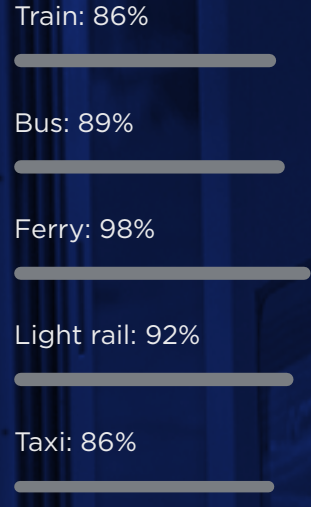
Registered vehicles

- As of 30 June 2018, there were **6,568,275** registered vehicles

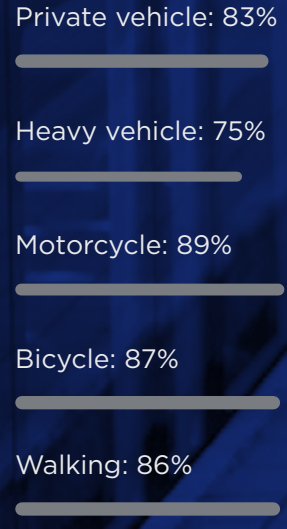
Operational Performance



Customer satisfaction with public transport



Customer satisfaction with roads





On time running / punctuality

Sydney Trains: 91.6%

NSW Trains (Intercity): 90%

Metropolitan buses overall: 93.9%

Harbour City Ferries: 99%

Light Rail: 87.2%



Patronage on public transport

Train: 405,924,551

Bus: 332,015,979

Ferry: 16,434,741

Light rail: 10,259,845



Journey time reliability on roads

Trips on time: 91.6%

Operational Performance



Road fatalities

- **4.95** per 100,000 population



Freight

- Domestic Freight – estimated tonnages moved: **299 million tonnes**
- Bulk imports and exports: **177 million tonnes**
- Container imports and exports: **16 million tonnes**



Active transport

- **12 kilometres** of cycleway delivered in metropolitan Sydney and **12.4 kilometres** delivered in regional NSW



Digital impressions

- Visits to **transportnsw.info**: **48 million**
- Visits to **transport.nsw.gov.au**: **2 million**
- Journeys planned: **130 million**
- Social media: Facebook/Twitter (Transport cluster)
Likes **645,431**
Followers **345,267**



Diversity & inclusion

- Women in leadership: **31.7%**
- Indigenous: **1.19%**



People Matter result

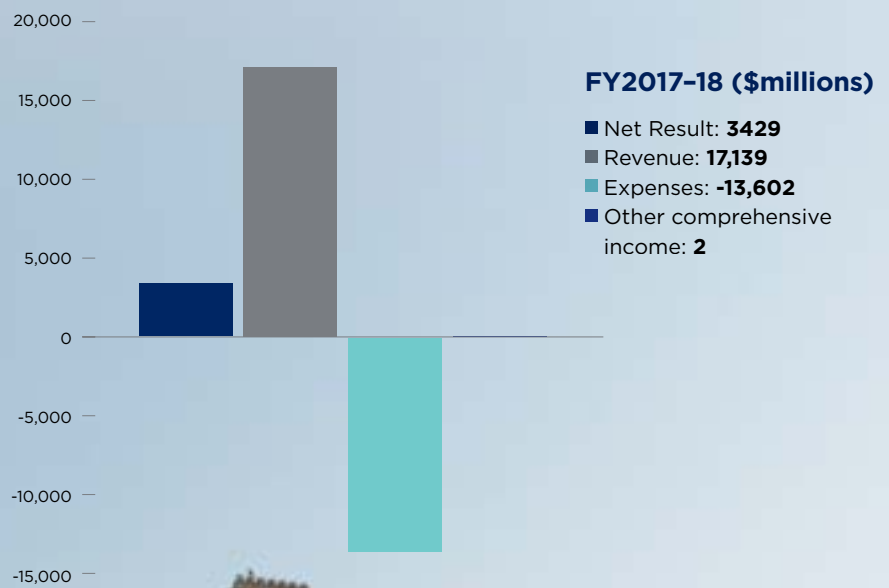
- Transport for NSW staff engagement score: **66%**

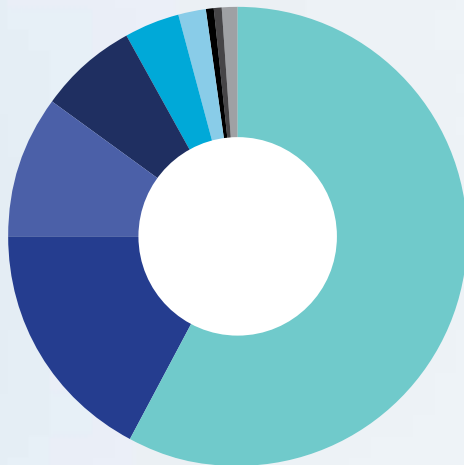
Financial Performance

Key figures

Transport for NSW's net result for the year ended 30 June 2018 was \$3.4 billion [2016-17: \$3.1 billion]. We received revenues of \$17.1 billion, and incurred expenses totalling \$13.6 billion for operations, depreciation, grants and subsidies, financing costs and other expenses.

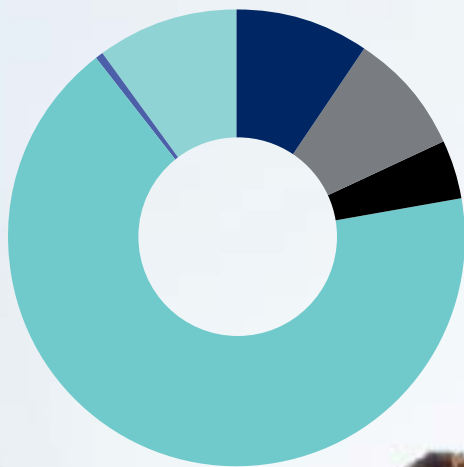
Other comprehensive income for the year of \$1.8 million relates to gains in commodity swaps and foreign exchange.





Revenue (\$millions)

- Recurrent appropriations: **10,523**
- Grants and contributions: **3,011**
- Capital appropriations: **1,740**
- Major rail project revenue: **1,206**
- Sales of goods and services: **338**
- Shared and corporate services revenue: **230**
- Resources received free of charge: **20**
- Investment revenue: **19**
- Other revenue: **51**



Expenses (\$millions)

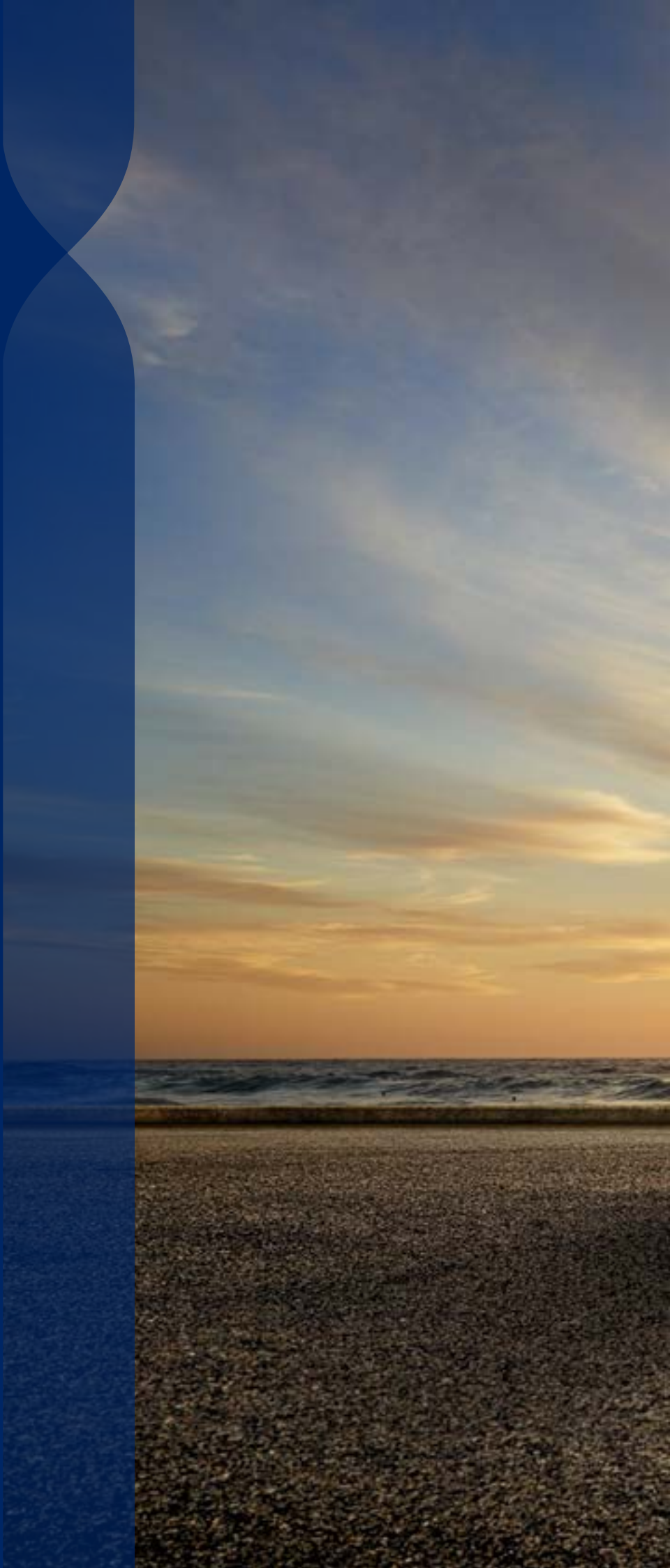
- Operating expenses: **1,285**
- Major rail project expenses: **1,206**
- Depreciation and amortisation: **556**
- Grants and subsidies: **912**
- Finance costs: **97**
- Other expenses incl. service contract payments: **1,337**



Achievements

Our priorities at Transport are outlined in our Corporate Plan 2016–2021. Our three priority areas and how we make a difference is in:

- Transforming transport
- Delivering every day
- Leading innovation.





Transforming Transport



Transforming
infrastructure
and services

Transforming
the future
of transport
in NSW

Sydney Metro artist impression



**Making
transport
accessible for
everyone**

Our unwavering commitment to develop and transform the NSW transport system by using new technologies and building strong relationships with industry partners and private operators is getting the most out of our transport assets.

Our goal is to provide the best transport services possible for the people of NSW. We are working towards this goal by transforming transport infrastructure and services to supply the transport needs of NSW now and in the future.

Our challenge is to provide a world-class transport system that supports economic growth and our cities, regions and communities. We are meeting that challenge head on by delivering the largest transport infrastructure program this nation has ever seen. In 2017-18 alone, the government allocated a budget of \$11.3 billion for public transport, roads, maritime and freight infrastructure and services for the people of NSW.

Over the next four years, we will spend \$51.2 billion on roads, public transport and freight infrastructure.

These projects will see a once-in-a-generation transformation in both regional NSW and metropolitan Sydney.

Transforming the future of transport in NSW

Future Transport 2056

In March 2018, the NSW Government released Future Transport 2056, a 40-year vision for the transport network. Future Transport's Services and Infrastructure Plans for Regional NSW and Greater Sydney contain a number of short, medium and long term initiatives to deliver this vision. It is also supported by plans such as the NSW Freight and Ports Plan (2018-2023), the Road Safety Plan (Toward Zero) and the Disability Inclusion Plan.

Future Transport 2056 outlines six state-wide outcomes to guide investment, policy and reform and service provision. They provide a framework for planning and investment aimed at harnessing rapid change and innovation to support a modern, innovative transport network:

- Customer focus
- Successful places
- Growing the economy
- Safety and performance
- Accessibility
- Sustainability

The Strategy and Plans also introduce new planning concepts such as the 30 minute city - connecting people in Sydney to their nearest centre within 30 minutes, hub and spoke regional networks - focussing on connections to regional centres rather than being Sydney-centric, and a movement and place framework to balance the needs of all road users with place functions.

A key feature of Future Transport 2056 is a new approach to planning where we closely engage with our customers, industry and communities through 'co-operative design', or - 'co-design'. This means early involvement in the design process and ongoing collaboration with all of our stakeholders - customers, transport staff, the transport supply chain, industry, other government agencies and the wider community. This approach is designed to deliver an end result that meets stakeholders' needs and ensures that the people who use or are affected by the transport network have a place at the table in making planning decisions.

Planning for 40 years is bold when rapid technological innovation is the new norm and there is uncertainty as to what the future will look like. Future Transport 2056 is a 'living' document that we will constantly review to ensure we can respond and adapt to changes as they arise.

Ongoing work with the Greater Sydney Commission

During 2017-18, we strengthened our relationship with the Greater Sydney Commission (GSC) by delivering both Future Transport 2056 and A Metropolis of Three Cities strategic plans. This coordinated delivery incorporated extensive stakeholder and community engagement, and joint events to demonstrate the integration of land use and transport planning in NSW.

Since the launch of the strategic plans in March 2018, we have continued collaborating on the initiatives in the plans. We are working on a variety of projects with the GSC, including A Metropolis of Three Cities and District Plan implementation, and the Western Sydney City Deal.

Our people are working with the GSC Metropolitan Planning Team to ensure continued alignment between Future Transport 2056 and all GSC plans. This includes working with all Greater Sydney councils on how to address the planning priorities outlined in the five district plans.

In 2017/18, Transport for NSW supported the development of five Collaboration Areas plus the Greater Parramatta to Olympic Peninsula Growth Infrastructure Compact. In these studies, Transport for NSW has worked alongside GSC to develop integrated transport solutions in collaboration with other government agencies and key stakeholders. Each Collaboration Area has led to the preparation of a Place Strategy which will guide future management and investment within these centres.

As part of the Western Sydney City Deal, the Western Sydney Planning Partnership will bring together multiple state agencies as well as local councils to ensure integrated planning outcomes in the Western City.

Inland Rail

The NSW and Australian Governments signed a Bilateral Agreement in May 2018 to underpin the partnership for the delivery of seven Inland Rail projects in NSW.

In 2017-18, we worked collaboratively with the Australian Government and the Australian Rail Track Corporation (ARTC) to advance Albury to Illabo, Illabo to Stockinbingal, Stockinbingal to Parkes, Parkes to Narromine, Narromine to Narrabri, Narrabri to North Star and North Star to the border. These projects will support the NSW regional economy and enable greater connectivity within the supply chain.

We have commenced renegotiation of the leased ARTC Network, focusing on performance outcomes, transparency and collaboration, to increase the share of rail freight and accomplish the growing freight task. We are also working proactively with ARTC to ensure infrastructure skills and legacy requirements are included in all Inland Rail contracts.

We are exploring targeted enhancements to the NSW Country Regional Rail Network including Fixing Country Rail, which will maximise benefits to the regions and leverage the Inland Rail investment.

Sydney Light Rail

The 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.

It includes 19 light rail stops along a 12 kilometre route, and the capacity to carry up to 13,500 passengers per hour during the peak (7am to 7pm).

During 2017-18, construction continued along the route with sections along George Street opening up to the public in December 2017. Construction continued on the future pedestrian boulevard that will transform George Street from Wynyard to Town Hall, as well as on the Moore Park tunnel and on a number of the light rail stops.

Intensive engagement was undertaken throughout the year with a wide range of stakeholders, including businesses, property owners, residents and public housing tenants, and has prioritised community and sporting events to maintain neighbourhood vibrancy during construction.

From July around 330 trees were planted, bringing the total to more than 540 trees planted in the Centennial Parklands as part of the revegetation program. 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, in consultation with Randwick City Council, City of Sydney and Centennial Park and Moore Park Trust. In early 2018, the testing and commissioning phase started with the Randwick Stabling Yard being energised and trams being tested for the first time at night in the South East.

Port Botany Rail Line Duplication project

The Port Botany Rail Line Duplication will duplicate a three-kilometre section of the Port Botany freight rail line to increase capacity and improve service reliability. The project will be delivered by Australian Rail Track Corporation (ARTC). The duplicated section from Botany to Mascot will allow freight to be moved more quickly and efficiently, allowing businesses to move goods to consumers sooner and reducing the number of trucks on local roads.

Faster Rail

Following a competitive assessment process that involved proposals from a range of proponents including other state governments and the private sector, Transport for NSW was selected to partner with the Australian Government to develop a Strategic Business Case for faster passenger rail between Sydney and Newcastle.

Long-term strategic corridor protection and preservation

The NSW Government is planning for the long-term transport needs of Western Sydney by identifying and protecting corridors of land that can be used to deliver transport infrastructure in the future. Community consultation was held between 26 March and 1 June 2018 to give residents and businesses the opportunity to help shape the corridors of the North South Rail Line, the South West Rail Line, the Outer Sydney Orbital Corridor, the Bells Line of Road, and the Western Sydney Freight Line.

More than 6000 submissions were received, thousands of comments were provided on the project's online map, and there were large attendances at community drop-in sessions and meetings. The government has

made a number of public announcements to enable people to make decisions about their homes and businesses, and we are continuing to engage with impacted landowners to refine the corridors and reduce property impacts where feasible.

Draft NSW Freight and Ports Plan 2018-2023

On 6 December 2017, we released the draft NSW Freight and Ports Plan 2018-2023 (a Future Transport 2056 supporting plan) and undertook significant regional consultation and industry engagement, including roundtables, one-on-one meetings and submissions, until 25 March 2018 to inform the final plan.

We held roundtables in two metropolitan Sydney locations and 10 regional locations, attended by industry and local council representatives, and received more than 110 formal submissions from industry, councils and members of the community.

The draft plan includes five objectives, and associated goals, initiatives and targets that are aligned to other NSW strategies and plans, and the Australian Government's National Freight and Supply Chain Strategy.

The draft plan aims to: achieve economic growth by encouraging continued investment in the freight industry; improve the efficiency of existing infrastructure; provide greater connectivity and access along key freight routes; increase land use capacity to maximise infrastructure investment and accommodate growth; create a safe supply chain; and develop a sustainable supply chain that benefits both the environment and continued operations.

The plan's strategic targets will guide the delivery of key initiatives. Progress against strategic targets is available on our 'Freight Hub' website, which also contains other freight performance measures and freight forecasts developed by our Transport Performance and Analytics Branch. The draft plan contains a commitment to releasing freight data, making it transparent and accessible to the freight industry and stakeholders.

Heavy vehicle reforms

In May 2018, Ministers from across Australia endorsed the NSW led Heavy Vehicle Safety Package which includes a work program to: Improve the uptake of telematics; Accelerate the introduction and uptake of safety technologies; Explore a national approach to accreditation; Examine the potential of

technology to allow increased flexibility in fatigue management; Explore options for a heavy vehicle in-depth crash study; and Increase education of other road users about how to share the road with heavy vehicles.

This year we provided strategic advice to the National Heavy Vehicle Regulator and National Transport Commission on reforms to the Heavy Vehicle National Law. We continued to liaise with the Australian and state and territory jurisdictions on heavy vehicle road reform, and commenced the National Heavy Vehicle Charging Pilot. The pilot provides jurisdiction to develop business cases for location-specific heavy vehicle charging trials.

Throughout 2017-18, we also continued progress on the proposal to develop a national Written-Off Heavy Vehicle Register (WOHVR), including targeted engagement with key stakeholders. NSW is set to be the first State in Australia to introduce the WOHVR. The purpose of the new laws is to improve road safety by preventing damaged or poorly repaired heavy vehicles from being re-registered and used on NSW roads, as well as to improve consumer protection, and reduce heavy vehicle theft, rebirthing, and related crime.

Legislative and regulatory reform

Significant legislative and regulatory reform took place in 2017-18 leading to better outcomes for our customers and industry.

Highlights include legislation and regulation to:

- establish Sydney Metro, to build and operate a metro in Sydney
- establish a new regime for point to point transport in NSW, which successfully commenced on 1 November 2017
- allow for the trialling of connected and automated vehicles in NSW, with the first trial running successfully at Sydney Olympic Park
- allow for the trialling of Digital Driver Licences and Photocards in NSW, with the first trial running at Dubbo
- set up a Written-Off Heavy Vehicle Register in NSW
- establish the Toll Relief Scheme to allow drivers to obtain free vehicle registration if they spend more than \$25 a week, on average, over a 12 month period on tolls.

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 Northwest will open in the second quarter of 2019, with Sydney Metro City and Southwest services expected to begin in 2024. Sydney Metro West is in the planning stage.

Our current projects will deliver 31 metro stations served by fully-automated trains on 66 kilometres of new metro rail – increasing Sydney's overall rail capacity across the network by 60 per cent.

We delivered the first metro train in September 2017, and testing and commissioning of trains is underway.

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.

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 north-west, it will deliver a reliable public transport service to a region which has the highest car ownership level per household in Australia.

Extending from Rouse Hill to Chatswood, the \$8.3 billion metro line includes the construction of eight new metro stations and the upgrade of five existing stations to metro standards. Fully-automated trains will provide customers with a turn-up-and-go service of one train every four minutes during the peak.

This year, we completed construction of the Sydney Metro Trains Facility at Rouse Hill, continued station construction and fitout, and worked on station precincts, roads, pedestrian bridges and services facilities. The entire track has been laid and we completed construction of the skytrain between Bella Vista and Rouse Hill Station, including the Windsor Road single span bridge.

Sydney Metro City and Southwest

The Sydney Metro City and Southwest project, with a budget range of \$11.5 to \$12.5 billion, extends the new metro rail 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, and new underground metro platforms at Central. The project is designed to increase the capacity of Sydney's wider rail network by 60 per cent.

We received planning and environmental approval for the Chatswood to Sydenham component of the project in January 2017. In September 2017, the Environmental Impact Statement for Sydenham to Bankstown went on public exhibition, and in June 2018, the Submissions and Preferred Infrastructure Report was also placed on public exhibition.

Major construction is in progress from Chatswood to Sydenham, with construction sites preparing for the first of five tunnel boring machines to be in the ground before 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 Sydney CBD and Greater Parramatta, linking communities along the way that have not previously been serviced by rail, and unlocking housing supply and employment growth between the two CBDs.

Sydney Metro West will service the precincts of Westmead, Parramatta, Sydney Olympic Park, The Bays Precinct and the Sydney CBD. Following extensive community and industry consultation, we have expanded and refined the scope of Sydney Metro West to include a new underground metro station at Westmead, a new metro station under an existing suburban station on the T1 Northern Line east of Sydney Olympic Park, and at least one Sydney Metro West station under the Sydney CBD. This will deliver an easy interchange between suburban rail, new light rail, and the new metro stations currently under construction. We are undertaking further consultation on new intermediate metro stations between Parramatta, Sydney Olympic Park 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.

Sydney Metro West is progressing to the final business case, and we will continue to seek feedback from the community as this transformative project develops.

Western Sydney Airport Link

We collaborated closely with the Australian Government on the outcomes of the Western Sydney Rail Needs Study, informing one of the key outcomes from the Western Sydney City Deal to proceed with Stage One of the North South Rail link.

The rail link will run from Schofields to Macarthur with the first stage (from St Marys to Badgerys Creek Aerotropolis via the Western Sydney Airport) scheduled to be operational by late 2026 when the airport opens.

This piece of city-shaping infrastructure has the potential to dramatically improve access to employment, services and recreation in Western Sydney as well as the new airport.

A makeover for Wynyard Station

During 2017-18, we completed work on the Wynyard Station Upgrade to provide Sydney with a brighter, safer and more accessible travel link. This has created a new gateway to Barangaroo and the Sydney CBD, and increased the station's capacity to meet future demand. The work included an upgrade of the York Street escalators to improve safety and reliability, and the installation of 'Interloop', an award winning sculpture that makes use of the heritage wooden escalator treads. These improvements were completed by December 2017, and all construction work at Wynyard Station concluded in March 2018.



'Interloop', an award winning sculpture by ChrisFox, installed at Wynyard Station

Making transport accessible for everyone

More Trains, More Services

The NSW Government has invested more than \$1.5 billion on the More Trains, More Services program to increase capacity via hundreds of extra services, better infrastructure and new trains for Sydney.

In 2017-18, we upgraded rail infrastructure and simplified parts of the network to enable greater capacity on our complex network. We also delivered better signalling systems, power supply upgrades and train station improvements as part of the first stage of the More Trains, More Services program to enable the 2017 timetable.

In August 2017, we completed the Yennora Rail Access project. The project improves network reliability for freight and passenger services on the Old Main Line, and safety for pedestrians and cyclists. In late 2017, we completed the Blacktown Crossover project. This new section of track on the T1 Western Line between Seven Hills and Blacktown stations separates local and express services, and offers customers travelling between the CBD and Western Sydney a more reliable rail system. On 15 January 2018, we

completed the Hornsby Junction Remodelling project, boosting consistency and reliability at one of the busiest stations on the rail network.

On 26 November 2017, we introduced a new timetable, providing around 1500 extra weekly services, including more express trains for Western and South West Sydney and improved connectivity between these two growth areas. We also extended the T2 Inner West Line to Parramatta, creating a new direct link to Sydney's second CBD for inner west customers.

The new timetable also delivered more than 750 extra services on the weekends to align Sydney with services available in other global cities during off-peak times. This has been the most significant uplift to weekend services in more than a decade, providing customers with greater choice and accessibility to train travel.

We made minor adjustments to the timetable in March 2018 based on the recommendations of the Joint Review on Network Recovery from Major Incidents Report. This enabled the reallocation of resources from off-peak services with low patronage to provide extra capacity for incident recovery during peak times and represented an adjustment of less than one per cent of more than 22,000 overall weekly services.

Making a B-line for the Northern Beaches

The Northern Beaches B-Line Program, through both services and infrastructure, is providing more reliable journeys along the 31 kilometre north-south corridor between the Northern Beaches and the Sydney CBD.

The B-Line Program has delivered 10 modern B-Line stops and customer car parking at five locations, with a sixth location to open in late 2018 (Manly Vale), providing approximately 900 car parking spaces. B-Line bus services commenced on 26 November 2017, with turn-up-and-go services running every five minutes in the peak direction between Mona

Vale and the CBD during weekday peak periods, and every 10 minutes between Mona Vale and the CBD outside peak times.

As a result of the new services, there has been a 4.6 per cent increase from 2016-17 in people using buses on the B-Line corridor, and a 10 per cent increase in people travelling to the CBD between 3pm and 8pm. We have also improved average journey times by eight minutes during peak periods, and expect to see further travel time improvements on completion of infrastructure in 2019.

We have also upgraded pedestrian and bicycle links to connect customers with B-Line stops at Manly Vale, Brookvale and Mona Vale. Work is continuing at Dee Why, Collaroy, Narrabeen and Warriewood until December 2018.



B-Line service connecting Sydney CBD with the Northern Beaches

Our new inner harbour ferries

The NSW Government invested a total of \$51.6 million in six new Sydney inner harbour ferries and a new cross harbour route.

In 2017-18, the last four ferries – Victor Chang, Pemulwuy, Bungaree, and May Gibbs – were delivered and commenced passenger service as part of the Emerald Class fleet of ferries which also include Catherine Hamlin and Fred Hollows.

The new inner harbour ferries provide a faster, safer, more accessible, efficient and comfortable travel experience with greater passenger capacity. They also service new routes and new wharves.

The new ferries offer an abundance of features including capacity for up to 400 passengers, wide walk-around decks, 12 wheelchair spaces, fully accessible toilets, WiFi access, bicycle and luggage storage, and accessibility for less mobile passengers and young families. They also provide real-time journey information, rapid and safe boarding and reduced travel times.

We also introduced new ferry services to meet the needs of both business and leisure passengers. East-west Inner Harbour routes began in November 2017 between Watsons Bay and Cockatoo Island using new wharves, including the Barangaroo Ferry Wharf.



New inner harbour ferry, Fred Hollows

Preschool regional transport trial

This year, we conducted two preschool regional transport trials in Tenterfield and Condong to assess the requirements of safe transport for preschool children. The participating preschools were provided with guidelines that set out the minimum requirements for each trial site. These included appropriate safety equipment, a supervisor on each service to ensure children were in the care of an approved parent, and a guardian or preschool representative present at the start and end of every service.

The participating preschools provided travel to and from preschool using different models. The first operated a single service each way based on where the children lived, and the second operated two route services in the morning and afternoon, within a five kilometre radius of the preschool.

The results of the trial at each site will be evaluated and refinements made to the guidelines post trial.

Delivering Every Day

A full-page photograph of a worker in bright orange high-visibility clothing and a hard hat, walking away from the camera on a railway track. The track is made of wooden sleepers and gravel. In the background, there are houses, trees, and a white car with a 'DANGER' sign. A white circular callout box is overlaid on the worker's back, containing the text 'Delivering excellence for our customers'.

Delivering excellence for our customers



Moving our customers seamlessly

Enhancing safety for our customers

We are committed to delivering excellence and improving the transport experience for our customers every day. While we are focused on delivering an optimal transport system for the future, we are also dedicated to making the right decisions for our customers on a daily basis.

This means we are continually striving to expand and improve our services and provide a wide variety of options for our customers to ensure their public transport needs are well met. Our goal is to manage a safe and sustainable transport system that seamlessly connects our customers across NSW.

We are delivering every day for our customers by enabling smooth transitions and enhancing safety. In the past five years, we have provided thousands of additional services, upgraded our trains and buses, improved accessibility and technology, and offered better customer service and reliability. We continually work on our service offering and our exceptional infrastructure development program is creating a truly integrated transport system for NSW.

The following highlights are a snapshot of the activities and programs we are delivering for our customers every day.

Delivering excellence for our customers

Our customers come first

Every day, millions of customers take journeys on our public transport and road networks. Understanding their experience enables us to put the customer at the centre of everything we do at Transport for NSW.

Our customer satisfaction survey results are integral in helping us deliver for the people of NSW and we are pleased that customer satisfaction with our services has steadily improved since we began measuring it in November 2012.

This year, more than 45,000 customers provided feedback through customer satisfaction surveys. Satisfaction among our public transport and road customers has remained largely stable through a period of large network and service delivery expansion.

Levels of satisfaction with train, bus, ferry and light rail services remained at or above 86 per cent. Compared with the same period last year, customer satisfaction with ferry and light rail increased slightly, remained stable with bus services, and decreased slightly for trains.

To understand our road customers' needs, expectations and satisfaction levels, we surveyed across five modes: private vehicles, heavy vehicles, motorcycles, bicycles and walking. With the exception of heavy vehicle drivers (75 per cent satisfied), levels of satisfaction across these modes remained at or above 83 per cent.

Customer satisfaction with Point to Point Transport was either improved or stable across the surveyed modes of taxi, rideshare and hire car, with levels of satisfaction at or above 86 per cent.

Appendix 11.2.2 shows how satisfaction with our services has changed over time.

Increasing social media engagement

Social media continues to grow as one of the most effective and influential communication tools we use to engage with our customers.

In 2017-18, our reach on Facebook averaged more than five million people per week, Facebook likes grew by 30 per cent, and Twitter followers increased by 14 per cent. This growth allowed us to reach a wider audience, to engage in conversations with the online community.

On 1 March 2018, we launched our Transport blog – **TripPr.info**. TripPr provides one platform that consolidates all of our social media channels and enables our audience to find out more detailed information about the content we provide on social media.

Moving our customers seamlessly

OpalPay

In late 2017, we introduced OpalPay to provide a more consistent ticketing experience for customers travelling between public and private transport modes. OpalPay enables customers to use their Opal card on a wider range of transport services, removing the need for another card or form of payment.

Initially launched with two private ferry service operators on Sydney Harbour, OpalPay has proved extremely popular, with customers using it for more than 500,000 trips in the first six months of operation.

OpalPay was recently introduced on the first publicly contracted on-demand bus service in the Inner West, and it has proved to be the preferred method of payment for the majority of trips.

Plans are underway for further technical enhancements to enable a larger scale roll out of OpalPay to support more on-demand services and public transport services in regional NSW.

Opal card and ticketing services

In May 2018, we opened an expanded Customer Service Centre at Circular Quay to improve the customer experience for the thousands of commuters and tourists who pass through every day.

Now twice its original size, the centre better accommodates increased demand, ensuring that tourists and locals are able to access Transport information and Opal cards conveniently.

Concessions and passes made easy

This year, we introduced two major improvements to our School Student Transport Scheme (SSTS) to make the process more efficient and faster for eligible school students. Customers now receive proactive notifications prior to their School Travel passes expiring, providing the opportunity to update applications in a timely manner for the new school year. In addition, we added extra features to the SSTS online portal, allowing enquiries, requests and applications to be submitted and actioned online. These improvements enabled us to process an additional 34,000 applications during 2017-18, resulting in a faster and more seamless experience for our customers.

In 2017-18, we also simplified the process for seniors travelling to NSW from other states. We worked with Queensland, Tasmania, Victoria and the ACT, to enable the use of the Opal Gold card for longer than 60 days. Due to our success, we are working with the remaining states to provide a nationwide initiative for senior travellers.

Point to Point Transport

On 1 November 2017, the Point to Point Transport Commissioner commenced as the regulator of taxis and hire vehicles when the *Point to Point Transport (Taxi and Hire Vehicles) Act 2016* and the *Point to Point Transport (Taxi and Hire Vehicles) Regulation 2017* took effect. The Commissioner is assisted by the Point to Point Transport Commission, a division of Transport for NSW.

In 2017-18, the Commissioner introduced a range of initiatives. These included:

- Advisory services to industry. The Commissioner ran 27 industry information sessions for more than 1900 participants around the State to build industry awareness of their obligations under the law. Staff also presented at numerous industry-sponsored events and an industry reference group was established.
- A dedicated Industry Contact Centre. Established in October 2017, the centre has received more than 15,000 telephone and email queries to 30 June 2018.
- An industry portal on the Commissioner's website, making routine regulatory transaction authorisations, licensing and the passenger service levy available online. It includes the online Driver Vehicle Dashboard which allows service providers to run checks on drivers and vehicles to assist them to

meet safety standards. Fact sheets and educational materials are also available on the Commissioner's website.

- A compliance program operating alongside education and information services. From February to 30 June 2018, the Commission conducted 203 advisory visits and 59 audits, and undertook 1637 on-street vehicle inspections, with appropriate follow up action taken in relation to 254 notifiable occurrences received from the industry.
- A Wheelchair Accessible Taxi (WAT) Compliance Policy to ensure adequate access to services for people requiring wheelchair-accessible vehicles. Between 1 November 2017 and 30 June 2018, there was a 22 per cent increase in the number of wheelchair-accessible taxi licences.

The Passenger Service Levy, established to fund the NSW Government's \$250 million industry adjustment assistance package, commenced on 1 February 2018. In 2017-18, further funds from this assistance package were released to help those in the Point to Point Transport sector adjust to the recent regulatory reforms. In December 2017, applications opened for the Additional Assistance Hire Vehicle Payments Scheme and closed in April 2018, with almost \$8.3 million distributed to eligible hire car licence holders.

The Minister for Transport and Infrastructure also approved a re-opening of the Transitional Assistance Payment Scheme at the same time as the Additional Assistance Payment Scheme. Payments under this scheme were originally made in the previous financial year and provided eligible taxi licence owners with \$20,000 per licence up to a maximum of two licences. Re-opening of the scheme will allow payments to be made to eligible taxi licence holders who did not receive one in the initial scheme. Applications from eligible taxi training schools that provide training courses to the taxi industry will also be considered for assistance under this scheme.

Regional transport

As part of managing transport across NSW, a number of programs are being delivered in regional and rural communities.

The Regional Community Infrastructure (RCI) Program is delivering transport, community and economic benefits to regional areas of NSW through re-purposing and re-using non-operational and/or life expired transport assets.

This year, the RCI Program has agreed to an initial six sites as the focus for development - Parkes, Bathurst, Byron Bay / Bangalow, Tamworth, Canowindra and Mudgee. These locations allow for easily implemented initiatives with immediate positive and sustainable benefits, underpinned by community and/or local stakeholder interest.

Through ongoing collaboration, the RCI Program has secured support from Country Rail Contracts across the Country Regional Network as well as cooperation from Sydney Trains, NSW Trains and Transport for NSW's Transport Access Program (TAP). Destination Country and Outback NSW, Department of Premier and Cabinet, Byron Council and Bathurst Council have also agreed to create formal partnerships.

Alongside the RCI program is the Second Life project which aims to identify and repurpose retired transport assets such as buses and railway carriages for wider NSW government, non-government, or local community benefit. We have identified a number of cross-government pilot projects including Bourke, Armidale, Shoalhaven and Queanbeyan, and we continue to work with our partners in identifying further opportunities to deliver tangible improvements to rural and regional communities.

Region 6 franchising

Sydney Metropolitan Bus Service Contract Region 6 (previously operated by State Transit) has been franchised to provide extra, more efficient services that more people will use as the city's population grows. This is the largest contract in the Sydney Metropolitan area. Franchising is now complete, with Transit Systems West commencing services on 1 July 2018.

Transit Systems West is an experienced operator that already operates some Western Sydney bus services, with a strong track record, delivering the best on-time running result in Sydney for the past two years.

The new eight-year contract will be reviewed after five years to ensure reliability and customer service commitments are being met. This contract will save more than \$140 million over its eight-year term.

By the end of 2018, we will introduce 270 extra weekly services across three popular routes from Kingsgrove, Burwood and Chiswick to the Sydney CBD.

Coordinating transport across NSW

This year, Transport Coordination has continued its work program focused on keeping Sydney moving across the transport network. This includes proactive monitoring and management of the transport network and supporting the delivery of major transport infrastructure.

In April 2018, we announced Station Link, a temporary transport service to support the temporary closure of the rail line between Epping and Chatswood during the Sydney Metro Northwest construction. Between April and June 2018, we held 83 briefings with business, schools, and key stakeholders across the Macquarie Park precinct to raise awareness of Station Link and introduce the Travel Choices program. We will continue engagement in the lead up to services commencing on 30 September 2018.

We have continued to keep customers and other stakeholders engaged and informed via websites and social media platforms including the Sydney Light Rail website, which has seen a 45 per cent increase in traffic from June 2016 to June 2018, and Live Traffic, which receives up to one million visits per month. We also issue 500 media reports and interviews each month, delivering travel advice and updates on the status of the network. We also support the 'go live' readiness of service changes and the commencement of new transport services as well as delivering short-term access improvements. These complement the work of Future Transport 2056 which is focused on medium and longer-term transport needs.

Transport Coordination leads the Transport cluster on managing a range of security and crime risks. During 2017-18, we designed and delivered multi-agency security exercises to build capability to respond to major security incidents. We worked closely with the NSW Police Force, including the Police Transport and Public Safety Command, to provide a range of realistic and challenging scenarios to test our planning and preparedness, and identify opportunities for improvement. We collaborated in a coordinated way with other agencies under the broad arrangements of the Australia New Zealand Counter Terrorism Committee (ANZCTC).

Network management

Transport Coordination has continued to implement a travel demand management program in key precincts, and developed and implemented short-term action plans in precincts including Sydney CBD, Macquarie Park, Green Square and Parramatta to keep Sydney moving.

Our travel demand management program, Travel Choices, continued in 2017-18 across the Sydney CBD, Southeast, Macquarie Park and the Northern Beaches. The Travel Choices team works with individuals, businesses and organisations to deliver advice, support and information on transport modes, travel times, preferred routes, and alternatives to travel. We have engaged with more than 670 businesses in the CBD, providing personalised support to 130 large businesses, and supporting almost 180,000 employees to adapt to changes in Sydney's transport network. A CBD legacy plan is now being implemented. The Travel Choices program, coupled with network management strategies, has seen a 12 per cent reduction in weekday vehicle travel to the CBD between 6 and 10am (against a baseline of 2015). Overall traffic into the CBD has reduced, with 6.5 per cent less vehicles entering the CBD across a 24 hour period. Since June 2015, public transport patronage into the CBD has increased; an additional 4.3 million trips are made to the CBD core on the average weekday, representing an increase of 11.4 per cent.

In 2016-17, we introduced an online portal for road occupancy licences. The system allows staff at worksites to easily activate and de-activate road occupancy licences via a smart device. After 12 months use (to March 2018), more than 95 per cent of licences are now activated this way.

In April 2017, we commenced a trial of Digital Bus Displays at Park and York streets in the Sydney CBD. The panels display up-to-the-minute bus arrival times and capacity information, and advice on planned and unplanned disruptions on the network. Further displays panels are planned across Sydney, including Sydney Airport.

Managing disruptions

Monitoring and management of the 18,000km NSW road network is conducted via a state-of-the-art control room at the Transport Management Centre using more than 1,700 CCTV cameras, 350 variable message signs, and a range of systems to enhance network performance. Across principal transport routes, we managed 94,708 unplanned incidents with an average clearance time of 42.9 minutes. We also issued more than 76,000 road occupancy licenses across Sydney to permit infrastructure works and network maintenance; an increase of 16 per cent on 2016-17.

In June 2018, we assumed responsibility for emergency bussing management for the Sydney Trains network. This program enhances the multi-modal disruption management function of the Transport Management Centre.

In 2017-18, the Sydney Coordination Office worked with the B-Line team to minimise network impacts and support program delivery, on-time running of buses, and business activation programs in Cremorne, Dee Why and Seaforth. We also support the 'go live' readiness of service changes and the commencement of new transport services.

We also work with community partners to support local events and businesses during disruption periods experienced from transport infrastructure projects. For example, the Head to Surry Hills program in partnership with Surry Hills Neighbourhood Centre was hugely successful, reaching 840,000 people via social media and attracting 10,000 competition entries. The program was designed to support local shops in Surry Hills impacted by light rail construction. We also developed and implemented Artmoves art program with Randwick City Council and local artists to showcase seven installations in five locations on Anzac Parade impacted by light rail construction.

Christmas on George Street also returned. With six large Christmas wreaths installed in the newly opened pedestrianised section of George Street returned to the community following civil construction work by the CBD and South East Light Rail project. It was seen by a large number of pedestrians and shoppers utilising this space over the busy festive period.

Major events

In 2017-18, we supported 350 special events in Sydney through transport planning special event clearways and road closures, integrated ticketing to encourage use of public transport, live monitoring of the transport network, and a range of field resources to ensure the success of all events.

Tomorrow's Sydney

We continued to support the impact of major construction projects across Sydney via our 'Tomorrow's Sydney' campaign. This campaign assists in maintaining a high level of awareness of the need to change travel behaviour to minimise the effects of disruption. It supports an unprecedented program of major transport development and has contributed to a reduction in cars entering the Sydney CBD during weekday morning peak.

Tomorrow's Sydney Campaign is educating customers to consider how they are affected, raising awareness of road congestion impacts, encouraging travel alternatives, and ensuring public transport customers understand the changes to their services or road network.

Fixing Country Roads

Fixing Country Roads is unlocking the economic potential of regional NSW by providing targeted funding for projects on council-managed roads and bridges, and local truck washes, which improve freight access and productivity. Fixing Country Roads has awarded \$41.4 million to 74 projects in 2015 (round one), \$50 million to 64 projects in 2016 (round two), and \$155.6 million to 80 projects in 2017 (round two, tranche two and round three).

By 30 June 2018, 80 per cent of round one projects and 34 per cent of round two projects were complete, with the remainder well underway. Round two, tranche two and round three projects are also underway. More than 192 bridges and culverts have been or will be upgraded or replaced, 627 kilometres of roads have been or will be upgraded, and 29 truck washes are being upgraded or built (protecting NSW biosecurity).

Fixing Country Rail

Fixing Country Rail 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 by reducing the cost to market for regional businesses.

In late 2017, under Fixing Country Rail Round 1 EOI, two projects were awarded \$1.1 million for feasibility assessments, for the Narrandera to Tocumwal Rail Line Reactivation and Junee North Triangle projects. In May 2018, under Fixing Country Rail Round 1 Detailed Application, an additional 11 projects were awarded \$137.2 million, bringing the total for the round to 13 projects for \$138.3 million.

Active transport

The Cycling Infrastructure Fund

The NSW Cycling Infrastructure Fund (CIF) is an \$80 million Restart NSW commitment for developing and delivering high priority bicycle infrastructure projects in metropolitan and regional NSW. The objective of the CIF is to enable delivery of major infrastructure that will provide economic benefits, support economic development and competitiveness of regional centres, encourage active lifestyles and improve cyclist safety. Work is progressing to assess a range of projects to be delivered through the Cycling Infrastructure Fund.

In 2017-18, we identified projects for funding based on alignment with Restart NSW and state government, value for money, and stakeholder engagement. These projects were offered funding for development and assurance process and together with Roads and Maritime Services (RMS), we are working closely with the project teams.

Walking and Cycling (Active Transport) Program

In 2017-18, we continued to invest in walking and cycling infrastructure through the Walking and Cycling (Active Transport) Program, spending over \$38 million with 148 successfully delivered projects in partnership with RMS and councils. This year, the Walking and Cycling (Active Transport) Program delivered a variety of projects including kerb ramp upgrades, pedestrian crossings, shared paths, foot and cycleway bridges, cycling behavioural programs, and over 24 km of new cycling infrastructure. Investment was spread across the state, with a similar number of projects in metropolitan Sydney and regional areas.

NSW Bike Week

NSW Bike Week is a NSW Government initiative that raises the profile of cycling as a healthy, easy, low cost, environmentally friendly transport choice for short distances. It aims to increase the use of infrastructure for transport and recreation, educate the community on road safety and road rules, and promote cycling as a safe mode of transport. NSW Bike Week provides an opportunity for local communities to participate in organised bicycle events in a safe and supportive environment.

This year saw the 200th anniversary of the invention of the first bicycle and we celebrated Bike Week with an exhibition of vintage bicycles, including a replica of the first bicycle, the draisine. The exhibition was held at Central Station and organised with the help of the Dulwich Hill Cycling Club and the Powerhouse Museum. The exhibition was supported by more than 80 events across the state, which attracted almost 10,000 participants.

Effective management of our assets

We are working with industry and government to ensure transport assets are fit for purpose, safe and available for customers. This year, we strengthened our Asset Management Policy and Asset Management Framework, released a new Data and Information Asset Management Policy and released an updated Asset Management Policy. Sound asset management principles underpinning Future Transport 2056 and the State Infrastructure Strategy 2018-2038.

In May 2018, we assisted Infrastructure NSW to host the first NSW Government Asset Management Community of Practice, in collaboration with the Asset Management Council. The purpose was to bring together NSW Government specialists alongside industry experts and extend application of an asset management approach.

Through a comprehensive review of Asset Management Plans, we are able to continually improve asset management maturity and better understand asset and performance risks within a constrained budget.

Enhancing safety for our customers

Road safety

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, and working towards the long-term aspirational vision set by Future Transport 2056 of zero trauma on the transport network by 2056. We are doing this by delivering on the initiatives and directions set by the Road Safety Plan 2021, which was released in February 2018.

Road crashes are a leading cause of trauma related death and injury in NSW. During the 12 months to June 2018, there were 388 fatalities (provisional); 19 more (five per cent) than in the previous 12 months ending June 2017.

The estimated fatality rate for the 12 months ending June 2018 is 4.9 fatalities per 100,000 people. There is a disparity between metropolitan NSW and the rest of the state. The fatality rate in metropolitan NSW was well below the State Priority target and is currently at a rate of 2.4 fatalities per 100,000 people. However, in regional NSW, at end of June 2018, the fatality rate exceeded the target at a rate of 10 fatalities per 100,000 people.

Under the Road Safety Plan 2021 (a Future Transport 2056 supporting plan) there are six priority areas for action: saving lives on country roads; liveable and safe urban communities; using the roads safely; building a safer community culture; new and proven vehicle technology; and building a safe future.

Saving Lives on Country Roads and Liveable and Safe Urban Communities

During 2017–18, the Safer Roads Program delivered 156 projects to improve pedestrian safety, improve high risk curves, and reduce run off road, head on, and intersection trauma.

A significant boost for road safety infrastructure projects was announced in June 2018, with the NSW Government set to invest \$640 million in Saving Lives on Country Roads infrastructure safety upgrades, and \$180 million to Liveable and Safe Urban Communities infrastructure safety upgrades, for pedestrians, cyclists and other road users, over the next five years.

A 'Saving Lives on Country Roads' campaign was launched in November 2017, the first ever comprehensive road safety education campaign focused on raising awareness of the size and nature of the road trauma problem

in country areas. The campaign encouraged country drivers to re-think the common excuses used to justify unsafe behaviour on the road.

To improve safety at train level crossings, six major upgrades plus concept and detailed designs for a further five major upgrades were delivered as part of the Level Crossing Improvement Program. To improve school safety, \$5 million was invested in implementing pedestrian safety infrastructure upgrades around schools.

Using the roads safely

The NSW Government announced \$250 million over 5 years for enhanced enforcement, including additional on-road police enforcement in regional areas, which comprises fifty additional highway patrol officers and training for up to 1,000 general duties officers in speed enforcement, roadside alcohol testing, a doubling of mobile drug testing to 200,000 tests by 2020, and the expansion of the Heavy Vehicle Average Speed Camera Program.

The 2017 annual speed camera review showed speed cameras continue to save lives and reduce injuries on NSW roads. When comparing the most recent five year period (up to the end of 2016) to an equivalent pre-installation period, at fixed speed camera locations, deaths have dropped by 85% and injuries have decreased by 38%. At red-light speed camera locations, deaths have dropped by 54% and serious injuries have decreased by 35%. At average speed camera locations, deaths from crashes involving heavy vehicles have dropped by 19% and serious injuries from crashes involving heavy vehicles have decreased by 8%. The overall trend in road fatalities and speed survey data demonstrates the mobile speed camera program continues to deliver road safety benefits over the years since the program's re-introduction in 2010.

We delivered a range of road safety education campaigns which included the 'Be Truck Aware' heavy vehicle safety campaign, and the 'Stop it...or cop it' campaign to increase awareness of enforceable illegal road user behaviour. The Enhanced Enforcement Program (EEP) continued to deliver high visibility police enforcement in addition to normal operations, to deter unsafe road use.

Building a safer community culture

Since the introduction of the Graduated Licensing Scheme in 2000, there has been a 50 per cent reduction in the number of young drivers killed on our roads. This year, we made improvements to the Graduated

Licensing Scheme for new drivers, including moving the Hazard Perception Test from P1 to the Learners phase. We continued to provide road safety educational resources for children in Kindergarten through to Year 10, via the Road Safety Education Program, and wellbeing programs for students in Years 11 and 12, in partnership with the education sector.

We also provided community groups across NSW with the opportunity to implement local road safety programs through our Community Road Safety Grants. In 2017-18, we funded 39 road safety projects with grants ranging from \$5000 to \$30,000.

New and proven vehicle and other road safety technology

We published our Used Car Safety Ratings in September 2017, helping consumers choose the safest second-hand cars. These ratings provide information about how well a vehicle protects a driver in a crash. We have rated almost 390 vehicle models manufactured between 1982 and 2015, on data analysed from more than 7.5 million vehicles involved in crashes, and 1.7 million injuries across Australia and New Zealand between 1987 and 2015. Many of the safest vehicles rated are available for purchase for less than \$10,000.

Building a safe future

Work is being undertaken to identify, review and enhance safety features of the road environment and improve how the system is managed. In 2017-18, a cross-section stereotype design was endorsed for rural roads with a road classification of 3R and 4R (5000 km of two-lane, undivided roads). These roads represent 35% of the state road network in length and carry over 60% of the traffic volume with an increased risk of head-on crashes. The stereotype design enables road designers, network planners and asset managers to evaluate the safety performance of defined cross-sections with different treatment options for each road class.

In May 2018, the Route Safety Review Practitioner Guide was developed to ensure an effective and consistent approach towards route upgrades within NSW. The guide incorporates a Safe System approach and aims to assist practitioners to identify, scope, develop and deliver route-based safety projects.

In April 2018, Centre for Road Safety completed a risk assessment and mapping of safety features on the state road network. This will underpin a project to set targets to drive the investment strategy for the state road network,

including targets for the proportion of travel on four and five star roads, and the proportion of the road network with safety features, including median and roadside barriers.

National Road Safety Action Plan 2018-20

In May 2018, Ministers from across Australia, including NSW, endorsed the National Road Safety Action Plan 2018-20. The plan includes nine priority actions which target regional and remote road safety through infrastructure improvements, new technologies and speed reviews, improved vehicle safety standards, increased roadside drug testing, and improved heavy vehicle safety.

We work with the Australian Government and other states on programs to support informed consumer choice in the purchase of new and used vehicles, child restraints, motorcycle helmets, and other safety equipment. We drive higher industry safety standards for vehicles and protective equipment. This year, we contributed to the Australasian New Car Assessment Program (ANCAP), which released safety ratings for 45 light vehicles, representing more than 90 per cent of all new light vehicles sold in Australia.

We also assisted the Consumer Rating Assessment of Safety Helmets (CRASH) Program, under which 30 motorcycle helmets were tested and results released as part of Motorcycle Awareness Week, and the Child Restraint Evaluation Program (CREP), which tested an additional 13 child car seats.

Changing behaviours and raising awareness

In 2017-18, we delivered several new behavioural communication campaigns to promote safe behaviours on our roads, waterways and on public transport.

Our 'Saving Lives on Country Roads' campaign was a targeted public education campaign aimed at increasing awareness of the significantly higher risk of driving on country roads, and reducing the risk to country drivers and other road users in their local community.

At the end of 2017, we launched the 'Stop it... or cop it' campaign to deter motorists from illegal road behaviour like speeding, drink driving, not wearing seatbelts and using mobile phones while driving. Customer research showed that drivers who saw the campaign were almost twice as likely to notice the police on roads compared to those who hadn't.

We refined and extended an existing suite of road safety campaigns including the motorcycle 'Roads we ride' series on social media, encouraging safe riding behaviour on some of NSW's most popular motorcycle riding routes. The campaign performed strongly with 1.6 million Facebook video views.

During 2017-18, we focused on encouraging customers to adopt safe and courteous behaviours on the public transport network. The 'Do your bit for a safer trip' campaign reinforces personal safety practices, such as avoiding distraction from mobile devices. Our 'Anti-social behaviour' campaign encourages customers to reflect on and refrain from behaviours that can seem offensive to others, such as littering or offensive language.

In September 2017, we initiated a pilot campaign to encourage an increase in fare compliance across the Sydney Inner West Light Rail, reducing fare evasion by 21 per cent. As a result of its success, the pilot was extended in April 2018 to a wider fare compliance campaign across the train and bus network.

We also delivered awareness campaigns to launch new public transport services, including the Northern Beaches B-Line and new ways to pay, including pilots of contactless card payment on ferries and light rail.

Changes to road safety legislation

The Road Transport Legislation Amendment (Road Safety) Bill 2018 passed in Parliament in 2017-18 and commenced on 1 July 2018. This amended the *Road Transport Act 2013* to:

- strengthen penalties and establish clearer powers for police to take licensing action in cases where a driver is charged with or convicted of driving under the influence of drugs
- include cocaine within the roadside oral fluid drug-driving testing regime
- enable enforcement of camera-detected mobile phone use offences.

The *Road Transport (Driver Licensing) Amendment (Provisional P2 Licence Extensions) Regulation 2017*, which amends the Graduated Licensing Scheme, commenced on 20 November 2017. This enables a Provisional P2 licence to be extended by a period of six months on each occasion that a Provisional P2 driver receives a demerit point suspension, or a suspension due to committing a high-risk road traffic offence (such as exceeding the speed limit by 30km/h or more).

The *Road Transport Legislation Amendment (Stationary Emergency Vehicles) Regulation 2018* was gazetted in April 2018 (to commence 1 September 2018). This requires drivers to slow down to 40km/h when passing stationary emergency vehicles with flashing blue or red lights, and introduces offences for non-compliance.

Retrofitting bus engine bay fire suppression systems

The safety of our customers and our service providers is paramount. This is why all buses operating on our public transport network are required to meet strict safety standards.

We have delivered our commitment to fit approximately 5000 buses in the state's fleet of public and private buses with engine bay fire suppression technology.

We completed the program to retrofit all 2335 Sydney Metropolitan Bus Service Contract (SMBSC) and Outer Sydney Metropolitan Bus Service Contract (OSMBSC) private bus operator-contracted bus fleets with engine bay fire suppression systems.

Bus seatbelt rollout retrofit program

More than 200,000 students across regional and rural NSW travel on dedicated school buses each day, covering more than 50 million kilometres each year. The Rural and Regional Seatbelt Acceleration Program will improve the safety of all rural and regional bus services for our customers.

We launched the Rural and Regional Seatbelt Acceleration Program on 1 July 2017. As at 30 June 2018, 192 buses have been fitted with seat belts.

The NSW Government is providing \$29 million in funding from the 2017-18 Budget to install seat belts in all regional school buses, four years ahead of schedule. All rural and regional buses will have seat belts by December 2021, which will include the replacement of 415 buses and retrofitting of 1937 existing buses, in addition to the 523 buses that were already replaced by 30 June 2017.

To achieve our goal, we completed an open tender inviting suitably qualified retrofit service providers to nominate for the Rural and Regional Bus Seat Belt Retrofit Project Services Panel. Retrofitting of seat belts to rural and regional buses is scheduled to commence in late 2018.

Maritime safety

The Centre for Maritime Safety coordinated two major targeted safety campaigns through 2017/18.

The 'Wear a lifejacket' campaign, which began in 2012, continued to focus on raising awareness of the need to wear a lifejacket and highlight the unpredictable risks of boating and potentially negative consequences of not wearing a lifejacket, in 2017-18.

This season, the Centre increased messaging on the need to carry out a pre-wear check and servicing of inflatable lifejackets as part of the overarching campaign.

The campaign, which targeted male recreational boaters, was fully integrated across television, online video, radio, print, digital and social media over the peak boating season.

Research showed the campaign is impacting positively on lifejacket wear and perceived importance.

The second major focus within 2017/18 related to personal watercraft (PWC) use, particularly those that are using PWCs in an irresponsible or dangerous manner.

The PWC campaign, which began in 2016, continued to focus on enforcement and adopted the 'Stop it...or Cop it' theme from road safety campaigns in 2017-18 to demonstrate the range of behaviours which are enforceable and the consequences of unsafe riding behaviour.

It also aimed to address the anti-social, intimidating and dangerous behaviour of some PWC riders in the community.

The campaign, which targeted PWC riders and also informed local residents in areas prone to higher levels of PWC traffic, was fully integrated across outdoor, radio, print, digital and social media over the peak summer period.

The campaign plays an important role in influencing PWC rider behaviour, along with other measures such as policy, enforcement activities and education.



Leading Innovation



Innovating
how we fund
and finance
transport



Leveraging new technologies

Empowering people to make a difference

Transport is in a period of immense growth and change. We are more mobile than ever and our lives are more interconnected. Technology presents opportunities – new ways to travel and plan journeys, and new ways to deliver cutting-edge services to our customers.

Future Transport 2056 ensures that we are prepared for rapid changes in technology and innovation to create and maintain a world-class, safe, efficient and reliable transport system over the next 40 years.

We are excited to be working with new technology, collaborating with digital technology start-ups and partnering with government, industry and community to bring innovative transport options and information to our customers via new infrastructure, new services, new programs and new apps.

We are driving the application of new technology to improve our service offering and we are changing our perspective to think of Transport as a technology business. It is this change of perspective that has led us to develop the Future Transport Technology Roadmap. This Roadmap is identifying the next generation of technologies that can be applied to transform service delivery, better connect communities and enhance the customer experience.

We are engaging with new ideas and ways of thinking, and we are leading innovation by revolutionising how we finance transport and empowering our people to make a difference. 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're building a diverse, agile and flexible 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 – women in leadership and Indigenous employment

We continued to focus on increasing female representation in leadership roles and Aboriginal employment across the Transport cluster. In 2017-18, we implemented strategies for attraction, retention and executive sponsorship to support and advance increased diversity.

An aspirational cluster target of 34 per cent of women in leadership roles was endorsed by the Transport for NSW executive for the 2017-18 financial year.

Across the Transport cluster we ended the financial year with 28.3 per cent leadership roles held by women.

The executive also endorsed a target to increase Aboriginal representation to 1.3 per cent by 30 June 2018 for the entire cluster. At 30 June 2018, the rate of Indigenous workforce representation was 1.4 per cent.

This year we matured our approach to diversity and inclusion. An Aboriginal Peak Body Forum was held. This was a gathering of key bodies representing the Aboriginal community with senior leaders and key people from across the Transport cluster. This was a key milestone in expanding the focus on our priority of Aboriginal representation to reflect both internal and external operations.

Events such as NAIDOC Week, Reconciliation Week, the Sydney Gay and Lesbian Mardi Gras, International Women's Day and Harmony Day were celebrated to champion our commitment to workplace diversity.

In 2018-19, we will continue to build on the foundations established in previous years through the development of a Reconciliation Action Plan and improving inclusion for people with a disability as an emerging sector priority.

Flexible working practices

We support and enable flexible working opportunities for our people. In 2017-18, we continued our program titled Flexibility Works, which enables our managers to effectively implement and support flexible work practices and arrangements for our staff. We also continued Staying Connected, a program which provides support to staff returning from extended parental leave, to assist their transition back into the workplace.

These programs are supported by employee and manager toolkits, factsheets and internal communications.

The People Matter Employee Survey

In mid-2018, 72.3 per cent of the Transport cluster had their say in the People Matter Employee Survey; a total of almost 20,000 people, and 7500 more than in 2017. Within Transport for NSW alone, 93 per cent of staff took the survey, an increase of 10 per cent on last year.

We achieved an overall employee engagement score of 64 per cent, a one per cent increase on the previous three surveys. Transport for NSW's engagement score remained stable at 66 per cent, the same as the previous year.

Over the last 12 months, our 'you said, we're doing' campaign has communicated actions around key priorities relating to senior managers, recruitment, and development and collaboration. We've communicated the changes in these areas and our focus has shifted towards taking targeted action to further engage our people.

Showcasing employee excellence

The Transport Cluster Awards celebrate the achievements of employees from across the Transport cluster. 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.

We were well represented in the 2017 Premier's Awards for Public Service, with six finalists and four honourable mentions, two of which were awarded outstanding achievements in the 'Delivering Infrastructure' category and 'Improving Government Services' category. The awards recognise the outstanding achievements and contributions

of public servants and their peers and partners in the private and non-government sectors. This year, there are 12 categories to showcase our achievements and progression towards the NSW Premier's priorities.

Three areas of our business also received recognition for delivering great work in the following projects:

- Public Transport Information and Priority System (PTIPS) team, awarded at Sydney's inaugural Smart City Awards
- Transport for NSW Future Transport website, recognised at the W³ Awards
- Transport for NSW Urban Design Guidelines, commended at 2017 Australian Urban Design Awards (AUDA).

Innovating how we fund and finance transport

The Transport Asset Holding Entity

Since November 2011, Transport has undertaken reforms to the delivery of public transport services. These reforms include the establishment of Transport for NSW (Transport), Sydney Trains and NSW TrainLink for the delivery of transport services to customers.

Establishment of the Transport Asset Holding Entity (TAHE) builds on these reforms. Consolidation of Transport asset ownership enables implementation of a change in asset management and provides the Transport cluster with contemporary structures to ensure the rapidly growing asset base is managed to deliver ongoing benefits. A key outcome is an effective, efficient and commercial approach to the management of transport assets, particularly property.

During 2017-18, we achieved some critical milestones, including legislative change that established Sydney Trains and NSW Trains as independent, stand-alone agencies (formerly subsidiaries of RailCorp), expansion of RailCorp's functions to enable it to 'hold, manage, operate and maintain' transport assets, and the establishment of the Residual Transport Corporation that will, in future, own assets that are not suitable for TAHE ownership.

This program is being managed in collaboration with NSW Treasury and the Department of Premier and Cabinet.

Second Life Program

The Second Life Program seeks to address the evolving number of regional, societal and intergenerational challenges through the repurposing of end-of-service-life transport assets including buses and railway carriages. These are removed from service and then adapted and used to support the delivery of wrap-around services including those to Aboriginal communities, young people, homeless groups and victims of domestic violence – important priorities of the NSW Government.

The broad-reaching collaboration effort underpinning Second Life brings a whole-of-government strategic lens to asset repurposing in NSW government. Its success relies on open, respectful and agile relationships with other government agencies, service delivery partners and NGOs, while feedback from the community ensures that the repurposed asset delivers an immediate and tangible benefit.

The initial pilot concept, 'Bus for Bourke' was created to allow Aboriginal and local workers to travel to new employment opportunities generated by the operation of a new abattoir 15km outside of Bourke. This pilot was then extended to a further four regional locations – Armidale, Kempsey, Nowra and Queanbeyan – where retired buses will be used to provide services to the homeless, refugee and community groups.

Work has been undertaken in 2017-18 to allow for other government agencies to utilise this approach for their retired assets, maximising the benefits to communities and individuals across the state for many years to come.

Initial discussions have been held with potential future partners including supply-chain partners, other NSW Cluster agencies and training providers to investigate the possibility of linking the repurposing of retired assets to local pathways to employment particularly for those in regional NSW.

Changing Outlooks program

The 'Changing Outlooks' program is a joint collaboration between Transport and Corrective Services NSW that allows low-risk community work order offenders to voluntarily contribute to improvement works in their local community, environment and transport hubs.

Changing Outlooks has improved transport amenities, conserved and protected the environment and enhanced commuters'

travelling experience while increasing safety and security at minimal cost and disruption. Corrective Services NSW has benefitted from being able to offer the community order offender flexible and local work opportunities, with minimum administrative effort and with maximum tangible benefits for the community.

During 2017-18, Changing Outlooks evolved to encompass Roads and Maritime Services assets while continuing to deliver improvements and value to railway stations, station precincts, interchange hubs and local communities across NSW.

Regional areas of NSW including Kempsey, Wagga Wagga and the Central Coast have benefitted from Changing Outlooks in 2017-18 with work scopes and sites expanded to include high litter volume areas such as regional roadside picnic and rest areas.

Sydney Trains continues to deliver improvements under the program and consistently uses up to six teams per weekend to deliver on the ground improvements at railway stations across the network.

Changing Outlooks has now delivered more than \$3 million in financial benefit. This has been delivered through the completion of over 75,000 offender hours with numerous commendations received from locals who are benefitting from improved local communities.

Managing our budget and increasing revenue

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

We recognise that using innovative financing options is crucial 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 using our assets to create sustainable revenue streams.

Financial Management Transformation

During 2017–18, we began implementing an outcomes-based approach to the Transport cluster budget, as part of NSW Treasury's Financial Management Reform. Outcome budgeting is a new way of budgeting from a citizen's perspective. It provides a focus on the best way to achieve outcomes for the people of NSW and puts the needs of the people at the centre of investment decision-making.

As part of this Reform, we delivered the budget through Treasury's new Prime financial system. We also supported Treasury in developing the Government Sector Finance Bill to streamline existing agency financial legislation into a single Act.

Delivering transport outcomes, increasing financial sustainability and better management of state assets

The Transport Metropolitan and Regional Asset Renewal and Revitalisation Program (TMRARRP) proposes to repurpose transport land and assets. This will deliver integrated transport infrastructure improvements (redevelopment, renewal and integration of stations and interchanges) to improve customer outcomes. It will also provide a new source of revenue to deliver improvements – projects will be cost neutral to government, delivering a return on investment and generating a source of funding for Transport capital projects.

The program is focused on improving financial sustainability across Transport through maximising land value uplift to support the delivery, operation and maintenance of transport infrastructure and services, with a reduced requirement for long-term government funding. Additionally, it will support the NSW Government's strategic objectives and outcomes as detailed in Future Transport 2056 and A Metropolis of Three Cities – creating a more connected city; one connected by infrastructure to support its growth and development.

Precinct development and capital projects

Circular Quay renewal

This exciting project is considering options for an upgrade of the Circular Quay ferry wharves and potential renewal of the broader Circular Quay precinct.

This year, we created a cross-functional project team to manage the transformation of Circular Quay. We gained Government endorsement to undertake an innovative market-led proposal process known as Structured Market Engagement, and successfully implemented Stage 1a (registration) and Stage 1b (non-binding proposals) of the engagement process. We also completed a series of technical studies for upgrading the wharves and transport interchange.

This project aims to improve the customer and visitor experience at Circular Quay and create a place of which every Sydneysider and Australian can be proud.

Redfern Precinct renewal

Transport for NSW continues to make improvements to Redfern Station. A new entrance is being constructed on the corner of Gibbons & Lawson Streets to replace the existing Gibbons Street entrance, a new bike storage facility is being built next to the new entrance and the concourse is being redesigned to make it a more open, better lit space. This will improve customer safety and movement through the station. These improvements should be completed by the end of 2018.

Redfern Station, the sixth busiest station on the network has identified additional opportunities to upgrade the Station to meet patronage growth, capacity on platforms, and concourse safety issues and *Disability Discrimination Act 1992 requirements*. Throughout 2017–18 has continued to work with Urban Growth NSW Development Corporation (UGDC) to develop the station. A broader Redfern and North Eveleigh precinct renewal strategy will assist in funding the station upgrade.

Transport for NSW has progressed investigations into improving access to the station and Transport for NSW will engage with the local community and stakeholders as those plans develop to ensure integrated land use and transport options for the broader Redfern and North Eveleigh Precinct.

We're leveraging new technologies

The Future Transport Technology Roadmap

The Future Transport Technology Roadmap is the next step in our journey to put NSW at the forefront of using innovation and emerging technologies to deliver better transport services. Released in April 2017, the Roadmap was based on extensive industry input that identified the next generation of technologies that can be applied to transform service delivery, better connect communities and enhance the customer experience.

We identified five key technology-enabled strategies that will transform transport throughout the next decade, and 15 priority focus areas in which to develop proofs of concept and conduct trials in the next few years. We are now trialling on-demand transport services that use new technology platforms to offer customers flexibility in pick-up times and locations using a booked mini bus, coach or car to travel quickly and easily to their destination.

In May 2018, we officially launched the Future Transport Digital Accelerator. Its aim is to find innovative solutions to some of our big transport challenges while achieving better outcomes for customers. It accomplishes this through collaboration with private industry, researchers, entrepreneurs and digital start-ups.

The Future Transport Digital Accelerator helps fast-track improvements to transport services. We have formed partnerships with Amazon Web Services, the Commonwealth Bank, Mastercard and Optus, and formed a global alliance with the City Innovate Foundation, a San Francisco based government technology incubator.

The first industry innovation challenge focused on mobility as a service and was held in June 2018. The challenge was to discover innovative ideas that could help give customers the ideal door-to-door travel experience. Successful initiatives from the challenge are set to be launched by the end of 2018. Further innovation challenges on topics ranging from timetable optimisation to drones will be opened to the market during 2018-19.

On Demand Transport Pilot Program

The On Demand Transport Program was launched in November 2016 to identify and pilot creative new ways for people to reach their destinations quickly, safely, easily, efficiently, and at a time that suits them.

The overarching objective of the NSW Government's On Demand Transport Pilot Program is to improve our understanding of how different models could improve customer outcomes and value for money with data from each pilot used to inform improvements across the entire network.

Following a competitive market process, we launched 11 on-demand public transport pilot services operating across Greater Sydney, Illawarra, the Central Coast and Newcastle – the first commencing on 16 October 2017 – and the eleventh commencing on 31 May 2018. The pilots are scheduled to run for a minimum term of six months, with the option to extend for three further periods of six months.

As at 30 June 2018, more than 78,000 passenger trips have been delivered and patronage across the trials has been positive with incremental growth each week.

Customer satisfaction survey results confirm that customers are very satisfied and believe the on-demand services provide a superior alternative to other available transport options.

In addition, in November 2017, we released a request for expressions of interest to develop new and creative ways to deliver on-demand transport services in rural and regional NSW. Pilots are expected to be operational in rural and regional NSW by the end of 2018.



NSW Smart Shuttle trial at Newington Armoury

Smart Innovation Centre – automated vehicle trials

The Smart Innovation Centre is leading a growing portfolio of automated vehicle trials in NSW that are aligned to outcomes in the Future Transport 2056. Developed through partnerships with industry, the trials will identify how technology can improve safety and mobility, and the role it can play in providing new and innovative transport services to customers in metropolitan and regional NSW. This technology has significant potential to improve outcomes for our customers and an important role of these trials is to contribute to the development of the regulatory, policy and safety frameworks for connected and automated vehicles.

Trials will also provide insights about the required physical and digital infrastructure and how to develop customer interfaces with automated vehicle technology. The projects include the NSW Smart Shuttle at Sydney Olympic Park, developed as a partnership with HMI Technologies, NRMA, Telstra, IAG and the Sydney Olympic Park Authority. The Automated Vehicle Infrastructure Initiative on the Sydney Orbital Network was developed in partnership with Transurban, and involves seven vehicle manufacturers. Trials have been announced for Armidale, with Armidale Council, Easymile, Transdev and the University of New England, and in Coffs Harbour with Busways, Coffs Harbour Council, Easymile and Viaar.

Learner driver e-Logs

In September 2017, we launched three innovative apps – L2P, Licence Ready and Roundtrip – to digitise the paper learner driver log book.

For the first time in NSW, learner drivers and supervisors no longer need to complete a paper log book. Learner drivers can now electronically log their required hours, sign off learning goals and electronically submit their log book to Roads and Maritime Services (RMS).

The project involved close collaboration between RMS, Service NSW, the NSW Centre for Road Safety, and the Open Data and Innovation team at Transport for NSW.

As of July 2018, the apps have had more than 21,000 users registered, 40,000 downloads, and more than 70,000 hours logged by learner drivers across NSW.

Contactless payments

Contactless Transport Payment (CTP) is a quick and easy way for our customers to pay for travel on light rail or a Sydney Ferries service using their Mastercard, Visa or American Express Card.

It's the first system of its kind in the Southern Hemisphere and offers increased customer choice when paying for travel. It also makes travelling for visitors simple, as there is no need to purchase or top up an Opal card, or buy an Opal single trip ticket.

We launched CTP with Mastercard on the Manly to Circular Quay ferry service in July 2017. In March 2018, we expanded it to include Amex and Visa cards, and extended payments to all ferry and light rail services. CTP has been used to pay for more than 140,000 trips to date. We are now working to enable CTP on the rail networks by the end of 2018, and on the bus network in 2019.

Train seat availability technology

Getting a seat can be a major factor in deciding which carriage to board. Alerting customers to which services may be full and which carriages still have seats makes commuting choices easier. Sydney Trains customers can now see real-time train occupancy data and seat availability.

Since May 2018, customers have had access to Waratah train data for more than 600,000 trips everyday via Trip Planner and travel apps such as TripView, NextThere, Anytrip, TripGo, and Transport for NSW's Opal Travel app.

The data uses the average weight of a NSW train passenger to determine occupancy and updates the occupancy of each carriage as the train doors close.

In only two months, this initiative has proved to be extremely popular. Real-time transport apps have already had more than six million downloads.

Boating Companion

In February 2018, we held a Boating Companion Innovation Challenge, inviting the digital start-up community to pitch their concepts for an app that would help our customers stay safe on our waterways. In 2018, we incubated the first two apps for NSW recreational boat users. We worked with the successful developers, providing seed funding, co-developing and testing the apps to ensure they deliver the information that customers on our waterways want and need to stay safe.

Using real time, the new apps assist boat users to have a safer, more enjoyable day on the water. The apps are designed to be source of important, up-to-the-minute boating safety information, offering real-time data about marine safety, weather, condition reports, speed zones, moorings and more. The apps also provide education for boaters about some of the biggest water safety issues, including towing activities, proper use of lifejackets and watercraft risk management, and the effects of cold water, speed and excess alcohol.

New app to improve efficiency in Port Botany

Free to download and available on iOS and Android, the Port Botany Performance app makes live cargo movement data for Port Botany available to trucking companies, stevedores and other port users. This innovative app allows better planning, optimises arrival times for trucks, and reduces heavy vehicle queues entering the port.

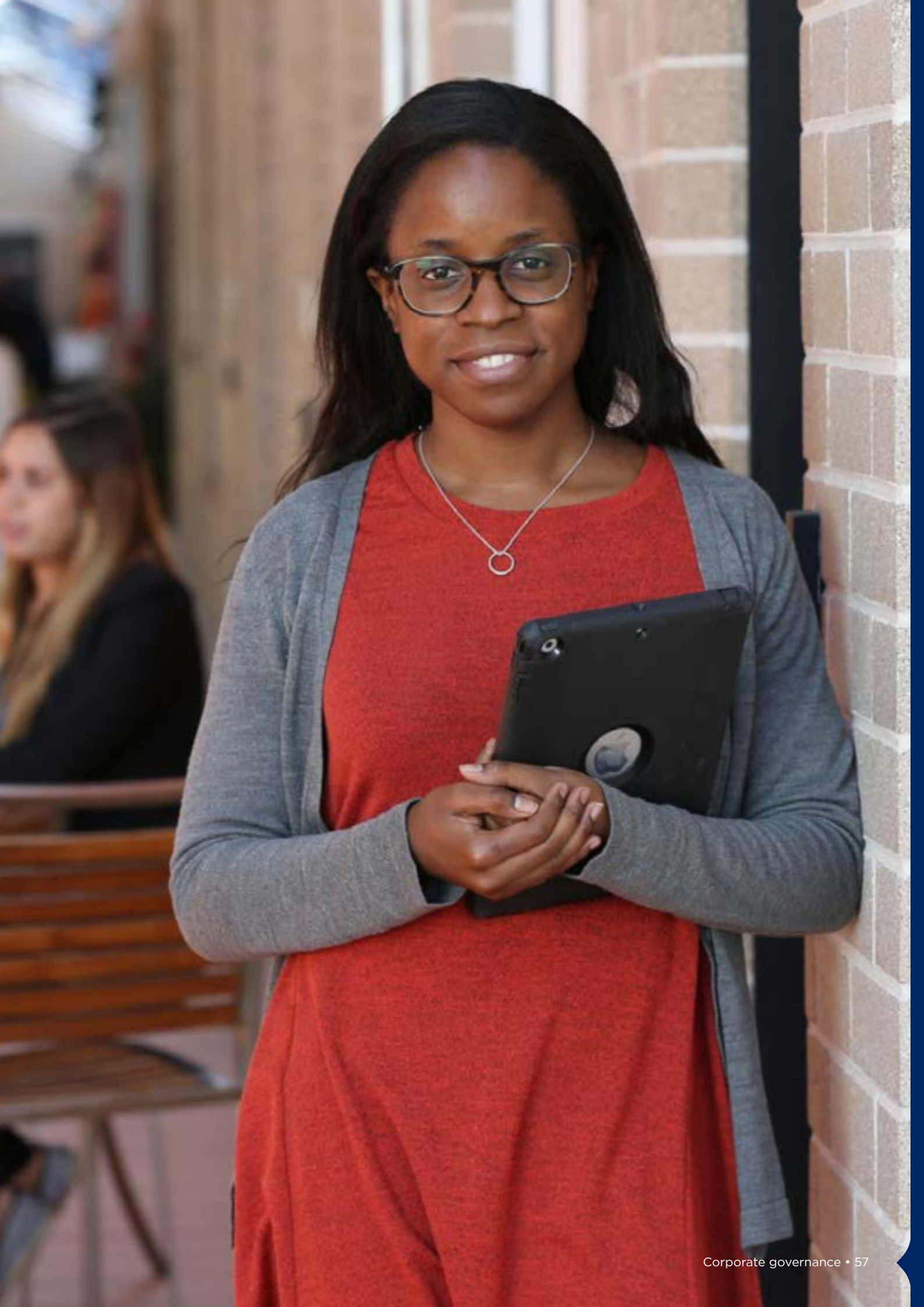
Each weekday, 3000 containers move in and out of Port Botany by road, and this new technology is helping to ease congestion. Prior to the release of the app, Port Botany performance and status information was only available on a closed system account to a limited number of stevedores and road carriers.

The app was built on the NSW Government's Cargo Movement Coordination Centre's (CMCC) IT platform.



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. This was tabled to the Audit and Risk Committee noting no issues with the information disclosed under this agreement.

Mr Martin Hoffman
Chair of the ICT Board
Secretary, Department of Finance, Services and Innovation
2-24 Rawson Place
SYDNEY NSW 2000

Dear Secretary

Digital Information Security Annual Attestation and Evidence of Certification
Statement for the 2017-2018 Financial Year for Transport for NSW

I, Rodd Staples, Secretary of Transport for NSW, am of the opinion that Transport for NSW had an Information Security Management System in place during the 2017-2018 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of Transport for NSW are adequate.

Transport for NSW's:

- Infrastructure & Services Operational Systems branch (including the systems within Transport Management Centre); and
- People and Corporate Services' Group IT branch's Security Strategy & Assurance and IT Infrastructure Services sections,

have maintained certified compliance with ISO 27001 Information technology - Security techniques - Information security management systems - Requirements by an Accredited Third Party during the 2017-2018 financial year. Evidence of certification is enclosed.

Yours sincerely



Rodd Staples
Secretary

14/09/2018

(Attachment A - Certification from BSI for Infrastructure & Services)

(Attachment B - Certification from SAi Global for People and Corporate Services)

Transport for NSW

18 Lee Street, Chippendale NSW 20081 PO Box K659, Haymarket NSW 1240

T 02 8202 2200 IF 02 8202 2209 IW transport.nsw.gov.au IABN 18 804 239 602



Internal Audit and Risk Management Attestation for the 2017/18 Financial Year

I, Rodd Staples am of the opinion that the Department of Transport, Transport for NSW, Sydney Ferries and Transport Service of NSW have internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements	For each requirement, please specify whether compliant, not-compliant, or in transition
Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Membership

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

Name	Term Commences	Term Finishes
Carolyn Bulew (Chair)	27 November 2017	2 March 2022
Allan Cook (Member)	6 September 2017	5 September 2022
Christine Feldmanis (Member)	6 September 2017	5 September 2022

This Audit and Risk Committee has been established under a Treasury approved shared arrangement with the Transport for NSW (Principal Department), Department of Transport, Sydney Ferries and Transport Service of NSW.

Rodd Staples
Secretary, Transport for NSW

Date: 8/8/18

Brocke McGuigan
Transport for NSW Contact Officer
A/Director, Audit and Risk
0481 003 486



**HANSA PACIFIC
HAMBURG**

Appendices





Appendix 1: Management

Management and structure

Department of Transport

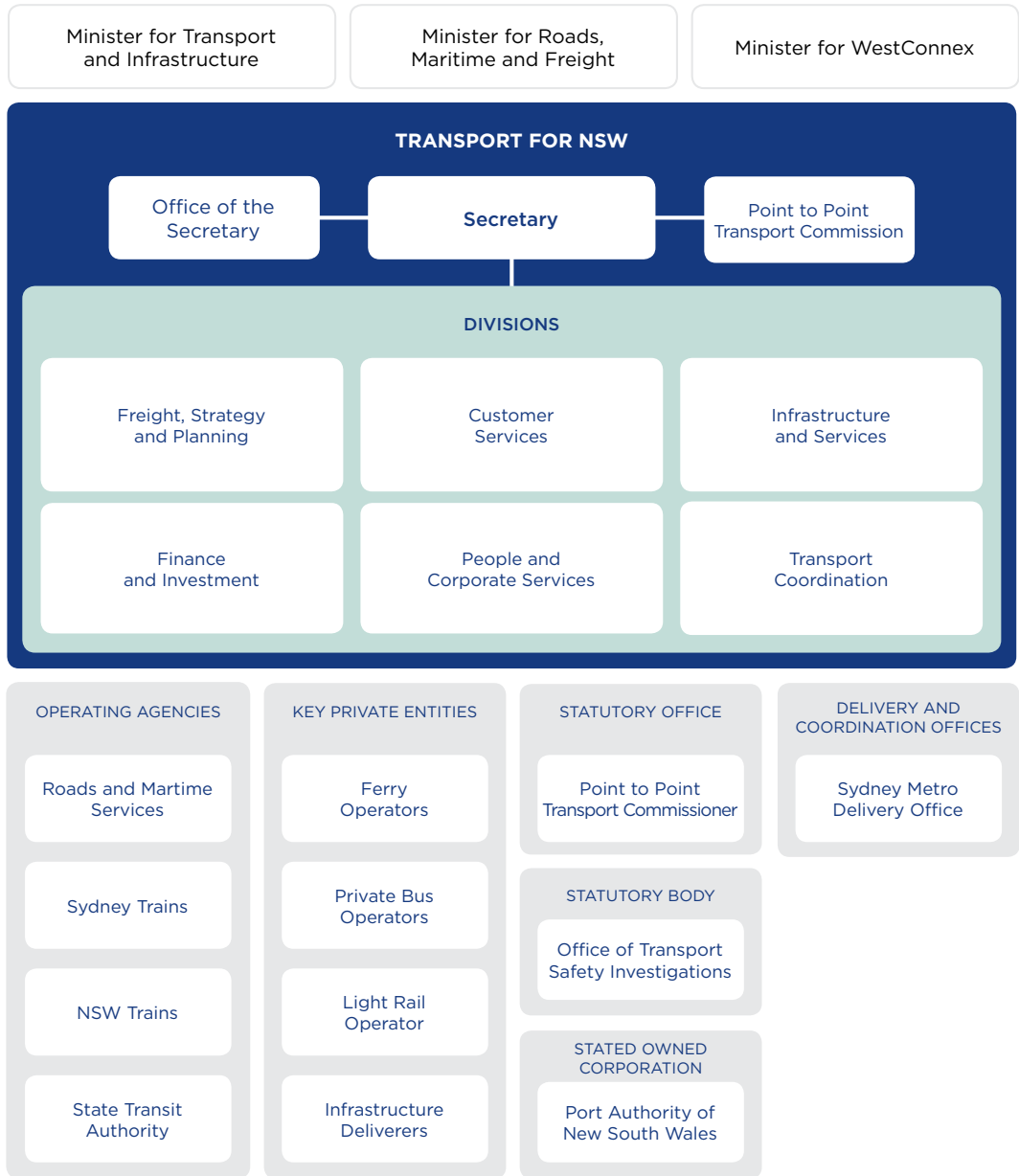
Name	Position	Qualification
Tim Reardon	Secretary (to 19 November 2017)	Bachelor of Technology (Engineering & Management) Graduate Certificate in Natural Resources Diploma of Engineering (Civil) Business Management Certificate, AIM Company Directors Diploma, AICD
Rodd Staples	Acting Secretary (20 November 2017 to 5 January 2018) Secretary (from 6 January 2018)	Bachelor of Engineering (Civil) Master of Finance (Business)

Transport for NSW

Name	Position	Qualification
Tony Braxton-Smith	Deputy Secretary, Customer Services	Master of Business Administration
Clare Gardiner-Barnes	Deputy Secretary, Freight Strategy and Planning	Dip Teach (Primary) Grad Dip Arts (Leadership) Master of Social Welfare Administration and Planning Companion of Engineers Australia
Peter Regan PSM	Deputy Secretary, Finance and Investment	Bachelor of Commerce (Accounting and Finance) Chartered Accountant (Institute of Chartered Accountants Australia)
Elizabeth Mildwater	Deputy Secretary, People and Corporate Services	Bachelor of Economics Bachelor of Laws (Hons) Master of Contemporary Asian Analysis Advanced Management Program, Harvard Business School

Name	Position	Qualification
Marg Prendergast PSM	Coordinator General, Transport Coordination Office	Bachelor of Economics Graduate Diploma in Urban & Regional Planning
Stephen Troughton	Deputy Secretary, Infrastructure and Services	Bachelor of Engineering (Hons) in Civil Engineering Master of Business Administration in Engineering Management Fellow of Engineers Australia Member of Institution of Civil Engineers (UK)
Rodd Staples	Program Director Sydney Metro Delivery Office (to 18 November 2017)	Bachelor of Engineering (Civil) Master of Finance (Business)
Tom Gellibrand	Acting Program Director Sydney Metro Delivery Office (from 19 November 2017)	Bachelor of Applied Science (Applied Geography) Graduate Diploma, Public Administration Master of Town & Country Planning

Transport Cluster Structure



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)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
New buses to Cater for NSW Services	2018	169,972	149,936	0
Country Rail Capital Maintenance	2018	85,741	95,189	0
B-Line	2019	512,000	201,516	125,857
Barangaroo Ferry Hub	2017	n.a.	5,388	52,621
Bus Priority Infrastructure*	n.a.	n.a.	629	306
CBD and South East Light Rail^	2020	2,100,000	39,011	453,110
Customer Experience - Journey Planner Website and Wayfinding	n.a.	n.a.	33,222	123,837
Intelligent Congestion Management Program (Stage 2)	n.a.	n.a.	10,482	8,453
Making IT Work for You	2018	336,851	58,581	306,299
Newcastle Light Rail	2019	n.a.	183,695	266,667
Opal - Delivery Phase	2018	n.a.	7,538	447,207
Parramatta Light Rail Stage 1	2023	n.a.	114,568	133,940
Sydney Metro City and Southwest	2024	n.a.	1,599,843	2,599,348
Transport Access Program - Council Assets	n.a.	n.a.	33,169	32,611
Sydney Metro Northwest - PPP component delivered by TfNSW			1,118,995	1,277,173

*This program is delivered jointly by Transport for NSW and Roads and Maritime Services

^Excludes the contribution from the City of Sydney

Consumer response

At Transport for NSW, we are committed to responding appropriately to customer complaints and feedback, using the insights generated to guide business decisions and improve the products and services we offer.

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

The Policy conforms 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 complaints handling, including accountabilities, responsibilities, documentation and reporting.

We aim to resolve most complaints within five business days. In circumstances where a complaint requires investigation, customers are 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.

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 a total of 18,353 customer complaints. This included 12,090 online via **transportnsw.info**, 5,768 by phone and the remainder (495) via letter, direct email or apps. In addition, Transport for NSW received 4,843 compliments and suggestions.

Complaints predominately expressed concerns around:

- Transport service levels and planning
- Information:
 - Opal Travel App: complaints about incorrect/inaccurate information and requests to change functionality or reporting errors
 - Transport Info Website: requests to change functionality and complaints about incorrect/inaccurate information
 - TripView and other apps: complaints about incorrect/inaccurate information provided to customers
- School Student Transport Scheme eligibility criteria
- Fare adjustment requests.

Customer satisfaction with public transport

Transport for NSW conducted an extensive Customer Satisfaction Survey with public transport customers in November 2017 and again in May 2018, with a total of more than 32,000 customers participating. The same survey methodology has been used since the baseline was established in November 2012. Results are summarised below and a more detailed report has been released separately.

Customer satisfaction (%)	2013-14 (to May '14)	2014-15 (to May '15)	2015-16 (to May '16)	2016-17 (to May '17)	2017-18 (to May '18)
Train	85	88	88	89	86
Bus	87	88	89	89	89
Ferry	96	97	97	97	98
Light rail	89	92	96	90	92
Taxi	81	84	81	81	86

Since June 2013, customer satisfaction has increased significantly across most transport modes. Of note in the past financial year:

- There was a dip in satisfaction on the Rail network which can be attributed to broader use of non-air-conditioned carriages (S-Sets) which are scheduled to be replaced by mid-2019; and as a result of service delays in the first three months of 2018.
- Overall customer satisfaction with public transport remained mostly stable, notwithstanding ongoing disruption due to construction work across the network.

Customer satisfaction with roads

Annual customer satisfaction surveys with Roads have also been conducted since 2016.

Customer satisfaction (%)	2015-16 (to May '16)	2016-17 (to May '17)	2017-18 (to May '18)
Private vehicle	85	85	83
Heavy vehicle	66	61	75
Motorcycle	83	82	89
Bicycle	82	87	87
Pedestrian	86	85	85

While relatively stable overall, of note in the past year is that satisfaction among heavy vehicle drivers increased by fourteen percentage points and motorcyclists increased by seven percentage points.

Customer satisfaction with point to point transport

Consistent with surveys of other modes, TfNSW conducts an annual survey of customer satisfaction with the point to point transport services that it regulates. Results are summarised below.

Customer satisfaction (%)	2013-14 (to May '14)	2014-15 (to May '15)	2015-16 (to May '16)	2016-17 (to May '17)	2017-18 (to May '18)
Taxi	81	84	81	81	86
Ride share	-	-	-	88	92
Hire car	-	-	-	85	91

Of note, when compared to financial year 2016-17, customer satisfaction with point to point transport improved across all modes. In particular, customer satisfaction with Taxi improved by five percentage points and Hire Car improved by six percentage points compared to last financial year.

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 risk management strategies to improve our performance, and ensure we meet our objectives safely and efficiently.

Transport for NSW's Enterprise Risk Management Framework establishes a consistent approach to identifying, assessing, evaluating and managing risks. The Framework complies with the requirements set out in 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 Standard for Risk Management (AS/NZS ISO 31000).

Risk management is integrated into our corporate strategy and business planning processes, with risks proactively identified

during planning stages of activities, and appropriate mitigations put in place. Risks and mitigations are tracked and updated through quarterly performance meetings.

The Transport Executive performs regular reviews of the enterprise risk profile and has a Transport Risk Leadership Group and a Risk Community of Practice to support the effective management of risk throughout Transport for NSW.

The Transport for NSW 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 Committee invites members of the Transport Executive to attend meetings each quarter to discuss key risks and mitigation strategies.

Appendix 2: 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 62 grants were distributed via the TARPGP with funds totalling \$941,454.¹

Organisation	Grant purpose	Amount
Manning Valley and Area Community Transport Group	<p>Bucketing Down</p> <p>This project will provide time responsive door-to-door transport after hours for isolated residents between Gloucester and the Hunter. The transport will be delivered by Manning Valley and Area Community Transport Group using a vehicle to be located in the area, driven by volunteers.</p> <p>This project aims to provide transport required at the last minute due to circumstances outside the passenger's control. It also aims to address the social isolation of disadvantaged residents, both young and old, enabling them access to social and recreational opportunities.</p>	\$40,000

¹ The total of \$941,454 also includes \$47,029 paid to Local Councils as part of the TARPGP.

Organisation	Grant purpose	Amount
Manning Valley and Area Community Transport Group	<p>Elders Business</p> <p>This project provides transport to Aboriginal Elders groups in the Taree, Gloucester and Forster/Tuncurry regions. Women's and men's groups are culturally distinct in each location.</p> <p>The women's groups are developing skills such as card making and weaving, providing social and cultural interaction, and the potential to create income. The men's groups are seeking to participate in activities such as fishing.</p> <p>The transport will provide affordable and culturally appropriate access to group activities. Much of this transport will be provided locally but may extend to Sydney.</p>	\$20,000
Maitland Neighbourhood Centre	<p>Moving Maitland</p> <p>The Maitland Neighbourhood Centre has identified the need for more culturally appropriate transport to be available to Aboriginal people in the region. This project will establish a pool of volunteer drivers as an ongoing resource for the community. Holding a LR/HR licence is an advantage when seeking employment due to the nature of industry in the Hunter. A LR/MR licence is a requisite for many positions.</p>	\$31,140
New England HACC Development (New England Sector Development Group)	<p>New England Koori Knockout 2017</p> <p>This project provided subsidised transport for Aboriginal communities from across the New England region to travel to the 2017 Koori Knockout in Sydney. Transport for 300 people was subsidised at a maximum of \$30 per person. The funds were distributed equally between communities, groups and teams participating and attending the Knockout.</p>	\$12,000
New England HACC Development (New England Sector Development Group)	<p>Heading to the Yarn Up</p> <p>This project will provide transport to three 'Yarn Ups' to be held in the regional centres of Moree, Inverell and Gunnedah. Accessible buses will be chartered to bring participants from outlying communities. The purpose of a Yarn Up is to provide disabled Aboriginal people and their carers targeted information about accessing services in their local communities. This is especially relevant since the introduction of the NDIS.</p>	\$8000
Pirates Rugby Club Incorporated	<p>Girls Rugby - Let's Go!</p> <p>This project will provide transport for two girls' rugby 7s teams (18 girls in an open team and an under 17s team) to travel and participate in the New England Rugby 7s inter-regional rugby competition and associated gala days. The teams are a targeted Aboriginal engagement group and are part of the Aboriginal youth engagement work being undertaken by the Pirates Rugby Club Incorporated, in collaboration with regional high schools.</p>	\$10,000

Organisation	Grant purpose	Amount
Moree Aged Care & Disability Services Inc.	<p>Mov-in Moree</p> <p>This project is multi-faceted and will deliver three separate services:</p> <ol style="list-style-type: none"> 1. A service to assist Aboriginal people to attend local observation days, women's days and NAIDOC celebrations. 2. A weekly shopping bus from Mungindi community (an isolated community with an aging population) to Moree to enable customers to access shopping and health services. 3. A monthly shopping bus from Moree to Narrabri. Narrabri is a larger centre and has a greater variety of shops, a movie theatre and visiting health specialists. 	\$17,000
Tablelands Community Transport	<p>Access Armidale</p> <p>This project will provide transport for Iraqi and Syrian refugee families for the initial six months of their settlement in Armidale. Transport for families will include trips to medical, specialist medical and allied health appointments, group travel to baby health clinics, and transport to training and job seeking appointments. Transport will also be provided to social access activities, including mothers' groups and multicultural celebrations.</p>	\$19,600
Wee Waa Community Care Service Inc.	<p>Women's Circle Wee Waa</p> <p>This project will provide transport for women and children who are escaping domestic violence and/or who need to attend allied health services to support their recovery journey. Current research shows that women who are supported within the community are less likely to return to the domestic violence situation. While the project is aimed at assisting women to leave domestic violence situations, it recognises that for a number of reasons women can be reticent to leave the family home. These particular women remain most vulnerable in terms of mental health. This project will support these women by providing discrete transport to enable access to health and women's services in surrounding townships to protect anonymity.</p>	\$6000
Bowraville Central School P&C Association	<p>What's Out There</p> <p>This project has been developed as a result of ongoing work and relationship building in Bowraville through the Bowraville Solutions Brokerage Task Group.</p> <p>This project will provide affordable access to transport for students at Bowraville Public School so they may experience and identify career, employment or study opportunities in larger centres in the region such as Port Macquarie or Coffs Harbour. This will be provided by public transport and local bus charter.</p>	\$3000
Tweed Byron Ballina Community Transport Group	<p>Tweed to the Knockout</p> <p>The purpose of this project is to provide affordable transport for Aboriginal people from the Northern Rivers to attend the Annual Aboriginal Football Knockout in Sydney. Tweed Byron Ballina Community Transport and HART will work together to assist Aboriginal people from their respective service areas to attend.</p>	\$5000

Organisation	Grant purpose	Amount
Tweed Byron Ballina Community Transport Group	Daylight Possums This project builds on the Little Possums project that provides free transport for pre-schoolers. It aims to increase the use of the specialised vehicle acquired as part of the Little Possums initiative and provide further employment for Aboriginal drivers. Possums Preschool children, many of whom are from disadvantaged and isolated families, will be provided the opportunity to participate in some day excursions, enabling access to further educational opportunities, such as going back to country for cultural events. Such events would not be restricted to Aboriginal children, but used as an avenue for learning and awareness.	\$15,000
Tweed Byron Ballina Community Transport Group	United North Coast This project will provide transport for up to 10 young Aboriginal people from the Lismore/Ballina region to attend the Indigenous Soccer Championships in Nowra. A 12-seat bus will be hired for the five day trip and driven by a volunteer who will also be one of the supervisors on the trip. This project will assist with the ongoing engagement of Aboriginal youth to remain in sport and make informed decisions about their lives and education.	\$3000
Hastings Macleay Community Transport	Macleay to the Knockout This project subsidised the cost for Aboriginal people in the Kempsey and Port Macquarie regions to attend the Aboriginal Football Knockout held in Sydney over the October 2017 long weekend.	\$1500
Hastings Macleay Community Transport	Hastings Macleay Community Transport This project provides training for up to 75 people, enabling them to obtain their Medium Rigid (MR) Driver's Licence. It will build on the work and lessons of the Driving the Hastings project.	\$44,000
Coffs Harbour Bellingen & 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.	\$110,000

Organisation	Grant purpose	Amount
Coffs Harbour Bellingen & Nambucca Community Transport	<p>Collaboration Canvas</p> <p>As part of ongoing work in the Bowraville community to improve services, a mobile community transport office will be established to operate three half days per week. Additional Aboriginal staff will be employed and a vehicle will be located in the town.</p> <p>The Collaborative Canvas project aims to bring the community together and to highlight the services that are available to the Bowraville Community.</p> <p>Coffs Harbour, Bellingen & Nambucca Community Transport have agreed to have two of their vehicles vinyl wrapped in the artwork developed through this initiative. The vehicles will be used as the mobile office and the commuter bus located in Bowraville. The project will engage the services of a well-known local Indigenous artist who will work with Year 9-10 students at Bowraville Central School. The work will be a collaboration of the Indigenous and non-Indigenous students at the school, signifying the whole of community.</p> <p>TAFE graphic design students will work with the artists to transform the work into the vinyl wrap, providing further hands-on training and collaboration.</p>	\$25,000
Coffs Harbour Bellingen & Nambucca Community Transport	<p>Beach to the Bush</p> <p>The purpose of this project is to provide transport for Aboriginal youth from Bowraville to Moree. The local police command has connections with the command in Moree and is looking to build stronger relationships with the Bowraville community. This project aims to provide a cultural exchange between the two communities and provide young people from Bowraville with an experience they may otherwise never have.</p>	\$10,000
Homebase Youth Services	<p>Back to Base</p> <p>This project will provide free and coordinated transport for Aboriginal youth in the Gloucester and Bulahdelah areas to school holiday activities predominantly provided in Forster-Tuncurry. While the focus is on Aboriginal youth, all young people from disadvantaged backgrounds will be welcome. The transport will be provided with brokered community-based buses.</p>	\$8000
Homebase Youth Services	<p>NAIDOC Too</p> <p>This project will provide free and coordinated transport for Aboriginal youth in the Forster-Tuncurry area to access the 2018 NAIDOC celebrations. This transport will enable Aboriginal youth dancers to perform at the celebrations.</p>	\$3000

Organisation	Grant purpose	Amount
Camden Haven Community College	<p>Creating a Cultural Environment</p> <p>This project will provide some of the young Aboriginal people in the area the opportunity to have experiences locally and in other areas that they otherwise may never have.</p> <p>The project provides three components to engage young people in the environment, their culture and education. Young people who have an interest in art and writing will be able to access a local author and a local illustrator. Others will experience the culture and environment in the Camden Haven area and North Queensland. The North Queensland region has significant cultural sites while also offering quality environmental educational facilities. This will provide an unprecedented opportunity for these young people, many of whom have never experienced travel outside their immediate community.</p>	\$35,000
Yaegl Aboriginal Land Council	<p>Maclean on the Move</p> <p>The funding of this project will provide affordable culturally appropriate transport to cultural, social and recreational activities for Aboriginal people in the Yamba and Maclean region. The transport will be delivered using hired or brokered vehicles driven by volunteers from the community.</p>	\$15,000
Yaegl Aboriginal Land Council	<p>Getting to the Knockout</p> <p>This project will subsidise the cost of attending the Aboriginal Football Knockout in Newcastle for Aboriginal people in the Yamba and Maclean regions. The Knockout is a significant event for Aboriginal communities in NSW.</p>	\$1500
Port Macquarie Neighbourhood Centre	<p>Future Pathways</p> <p>This project will provide free or heavily subsidised transport for young women in the region to access medical and support services in the area. Transport will also be provided to social and recreational activities to help address economic and social isolation. The initiative will use volunteer drivers trained through current TARP projects such as Driving the Future of the Hastings. By doing this, we will build on relationships developed through other successful projects in the Hastings Valley.</p>	\$23,000
Port Macquarie Neighbourhood Centre	<p>Boredom Busters</p> <p>This project will provide free transport for disadvantaged young people, most of whom are Aboriginal, by subsidising return bus tickets on services from Wauchope to Port Macquarie. This will enable access to the social and recreational activities available in Port Macquarie.</p>	\$15,000

Organisation	Grant purpose	Amount
Port Macquarie Neighbourhood Centre	<p>Where When How</p> <p>This project will provide door-to-door transport for disadvantaged and isolated families in the greater Port Macquarie region, enabling access to family fun days organised by the Port Macquarie and Wauchope Neighbourhood Centres and to additional support services for individuals or families who need it. This project will have a significant impact on the lives of participants, offering them opportunities that are currently unattainable, and making it easier for them to remain connected to services and support. The transport will be available to all disadvantaged families but it is anticipated that the greatest number of participating families will be Aboriginal.</p>	\$15,000
Bularri Muurlay Nyanggan Aboriginal Corporation	<p>Cultural Learnings</p> <p>This project will provide free transport home for Aboriginal youth who attend after school tuition and cultural learnings at the Yarrawarra Aboriginal Cultural Centre. There is a significant Aboriginal population in the region and this project will provide access for Aboriginal youth to attend educational and cultural activities which provide them with positive activities after school. There is no other transport available at the location of the Cultural Centre.</p>	\$5000
Kyogle Together Inc.	<p>Downhill Connections</p> <p>Community consultation undertaken by Kyogle Together and Social Futures has identified that young people in Bonalbo are unable to access the support services provided in Kyogle due to isolation, social disadvantage and no affordable transport options. This project will provide young people with the opportunity to access counselling and life skills services during business hours and will enable Kyogle Together Inc. to assess the social and emotional impact of the provision of such services on youth in the area.</p>	\$12,000
Kyogle Together Inc.	<p>Help in the Hinterland</p> <p>This project will provide transport to social activities, events and counselling services for isolated youth in small communities to the west of Kyogle such as Woodenbong, Muli Muli and Bonalbo. Transport to services will be during working hours but the transport to social activities and events will be on evenings or weekends.</p>	\$25,000
Women's Legal Service NSW	<p>Burrendong Business</p> <p>This project will provide affordable and coordinated transport for isolated and disadvantaged Aboriginal women to the Partnerships, Prevention & Rural Action IV Conference at Lake Burrendong. The Aboriginal women attending the conference are significantly disadvantaged and isolated. They are survivors of domestic violence and the transport provided will enable these women to network and support each other for years to come.</p>	\$25,000

Organisation	Grant purpose	Amount
Northern Rivers Community Legal Centre	<p>Ribbon Riders</p> <p>This project will provide affordable transport for isolated and disadvantaged women and their children to the legal services provided in Lismore. It may also provide access to court hearings as necessary. The transport will be provided by the most cost effective method which will depend on the location, travel distance, services available in the area, and number of passengers. While open to anyone that needs it, the majority of the transport will be for Aboriginal women and their children. Many of the women seeking assistance have no access to private vehicles and/or live in isolated communities with no access to public transport. Indigenous women and girls are 35 times more likely than the wider female population to be hospitalised due to domestic violence.</p>	\$30,000
Ngurrala Aboriginal Corporation	<p>Sporting Chance</p> <p>This project will target the most disadvantaged young people of the Nambucca Valley that are displaying significant interest in sport or who have been selected in representative sporting teams. It is anticipated that the majority of the participants will be Aboriginal but the support will be available to any disadvantaged young person. Support will only be provided to those, whom without this help, would not be able to attend. Access to these opportunities and experiences outside their local community may have lifelong benefits for these young people.</p>	\$10,000
Ngurrala Aboriginal Corporation	<p>Family & Culture</p> <p>This project will deliver coordinated, culturally appropriate group transport for Aboriginal children and youth in the Nambucca Valley so that they may attend family and cultural days. These days are designed to give the kids an outing to an event that is both fun and culturally engaging. A hired community bus will be used and the children will be supervised and supported by community volunteers. It is anticipated that the majority of the participants will be Aboriginal; however non-Aboriginal youth from disadvantaged backgrounds will be welcome.</p>	\$10,000
Bathurst Community Transport	<p>Koori Knockout Western & Central West 2017</p> <p>The funding for the travel subsidy will assist Aboriginal people across the Western and Central West regions to attend the Koori Knockout by use of subsidised public transport tickets and funding towards cost associated with bus hire. The funding is open to all residents who wish to attend this event, but it is acknowledged that Aboriginal people primarily will apply for the subsidy. The Koori Knockout is a significant annual cultural event within the Indigenous calendar. This year's Koori Knockout is held at Leichardt Oval in Sydney.</p>	\$10,000

Organisation	Grant purpose	Amount
Neighbourhood Central	<p>Peaking on the Weekends</p> <p>This project will provide affordable transport for isolated women in the local government areas of Parkes, Forbes and Condobolin. Community Transport will work with these women to identify suitable social and recreational opportunities. This will also provide an opportunity for these women to have access to other support services they may be missing, or completely unaware of, in their regional centre.</p>	\$20,000
Neighbourhood Central	<p>Reducing Isolation</p> <p>This project will provide affordable transport for isolated women in the local government areas of Parkes, Forbes and Condobolin. Community Transport will work with these women to identify suitable social and recreational opportunities. This will also provide an opportunity for these women to have access to other support services they may be missing, or completely unaware of, in their regional centre.</p>	\$15,000
Far West HACC Services Inc.	<p>Driving the Hill</p> <p>This project will facilitate the training of six volunteer bus drivers in the Broken Hill area. This project will leave an ongoing legacy to the community of a pool of volunteer drivers that will be able to support any number of service organisations in the area and address transport disadvantage for years to come.</p>	\$9000
Far West HACC Services Inc.	<p>Let's Get Together</p> <p>This project will deliver transport to Aboriginal people in Broken Hill using a hired bus driven by volunteer drivers. The bus will provide coordinated transport to meet the needs of the community seven days per week.</p>	\$64,000
Kirkala-Pithiluku Aboriginal Corporation	<p>Breaking the Boredom WCW17-18/ 2</p> <p>This project will provide culturally appropriate transport for Aboriginal young people in Broken Hill. The transport will be delivered using a brokered community bus driven by volunteers who are training through the Driving the Hill initiative. The transport will be provided predominantly on the weekends and will enable access to sporting and recreational activities for some of the most disadvantaged young people in the area.</p>	\$15,000
Kirkala-Pithiluku Aboriginal Corporation	<p>Broken Hill NAIDOC WCW17-18/ 3</p> <p>This project will enable Kirkala-Pithiluku Aboriginal Corporation to provide coordinated transport to the Aboriginal community of Broken Hill so that they have every opportunity to attend NAIDOC celebrations in 2018. It will also enable Aboriginal young people to attend and perform at the 2018 NAIDOC celebrations in Broken Hill.</p>	\$2000
Australian Unity Limited	<p>Driving the West</p> <p>This project will facilitate the training of six volunteer bus drivers in the Nyngan region. These drivers will then become the pool of drivers that deliver the transport for the community. This project will leave an ongoing legacy to the community of a pool of volunteer drivers that will be able to support any number of service organisations in the area and address transport disadvantage for years to come.</p>	\$9000

Organisation	Grant purpose	Amount
Australian Unity Ltd-Western Plains Community Transport	<p>Eye Catching</p> <p>This project will provide culturally appropriate and affordable transport for isolated people living in Lightning Ridge, Walgett and Brewarrina to Bourke so that they may have required cataract eye surgery at the retinal clinic at Bourke Hospital. The transport will be provided on 25 occasions to Bourke from Lightning Ridge through Walgett and Brewarrina. This coincides with 14 clinic days and 11 surgery days. While this project is open to all the community, it is anticipated that a significant proportion of Aboriginal people will use the transport.</p>	\$25,000
Nyngan Preschool	<p>Little Steps</p> <p>This project will provide culturally appropriate and affordable transport for preschool children living in the Nyngan area to access clinical services provided in Dubbo that are unavailable in Nyngan. While many of the children will be from Aboriginal families, the transport will be for all children at the preschool with special needs or who come from economically and socially disadvantaged backgrounds. The transport will operate fortnightly enabling the children to access services such as speech pathology, provided by Orana Early Intervention. The Preschool will work with Orana Early Intervention to establish block appointments so that the children can be seen on the same day, irrespective of the services needed. This approach will ensure that transport costs and the impact on the children are both minimised.</p>	\$25,000
Wilcannia Central School	<p>Wilcannia School Trip to Sydney</p> <p>This project subsidised transport for a group of children from Wilcannia Central School – a small Connected Communities school with a mostly Indigenous student population – who travelled to Sydney for a weeklong visit from 2–8 June 2018. Wilcannia Central School is a remote school and one of the most disadvantaged in the State, with students rarely afforded the opportunity to visit Sydney. Travel involved TrainLink passes for bus and train from Wilcannia via Dubbo to Sydney and return, and one week of local Sydney Opal support.</p>	\$2342
Illawarra Aboriginal Corporation	<p>Illawarra Titans 2017 (Koori Knockout)</p> <p>This project supported transport for Aboriginal community members including Elders, youth and women from the South Coast Electorate to the Koori Knockout in Leichhardt, Sydney during the 2017 October long weekend.</p>	\$3491
Baabayn Aboriginal Corporation	<p>Baabayn Cultural Connections Weekend</p> <p>This project assisted 70 transport disadvantaged Aboriginal community members from Emerton, Mt Druitt to attend an important annual cultural exchange with Indigenous communities from the Illawarra in Gerringong on 3–5 November 2017. This opportunity enabled disadvantaged Aboriginal families the chance to get away from the stress of daily living, to visit the beach with their children, and to participate in healing activities.</p>	\$1491

Organisation	Grant purpose	Amount
Dindima Aboriginal Football Club Inc.	Koori Knockout 2017 – Dindima Aboriginal Football Club The Annual NSW Aboriginal Football Knockout is a prominent cultural event for Aboriginal social and cultural expression. The Knockout was an opportunity for families to gather, reunite as a community, support their hometown and mob and relive past glories. This funding provided an opportunity for Aboriginal people from Wagga Wagga to travel and connect with family and their culture.	\$555
Wagga Advancement Aboriginal Corporation	Elders Aunty Jeans Mini Olympics 2017 This project provided transport for 12 Wiradjuri Aboriginal Elders to participate in Elders Aunty Jeans Mini Olympics in Nowra in October 2017. This project had a positive impact on self-esteem, community involvement, culture, and health and wellbeing.	\$485
Intereach Ltd	Aunty Jeans Mini Olympics Nowra 2017 This project provided transport for 24 Wiradjuri Aboriginal Elders from the Griffith area to participate in Elders Aunty Jean's Mini Olympics in Nowra in October 2017. This project had a positive impact on self-esteem, community involvement, culture, and health and wellbeing. It provided cost effective and culturally appropriate transport for the Wiradjuri Elders in the Griffith community to attend the event.	\$1464
Intereach Ltd	Griffith Junior Waratahs Football Club The transport will enable access to a series of two football knockout carnivals for 25 school students aged between 6-14 years from the Junior Waratahs Football Club to participate in healthy and inclusive sporting and social events. The project is expected to commence with the first knockout at Juneee on 4 August 2018 and conclude at the Hay knockout on 18 August 2018.	\$975
Riverina Sistas	Riverina Sistas – Aboriginal Football Knockout 2017 This project provided cost effective and culturally appropriate transport for Aboriginal team members and supporters from Wagga Wagga, Griffith, Leeton and Temora to attend the annual NSW Aboriginal Football Knockout in Sydney on the October 2017 long weekend.	\$1932
PCYC Wagga	Mawang Gaway – Nations of Origin Wiradjuri (South) Transport 2018 This project will deliver transport for 36 young people aged 13-16 years to participate in the Nations of Origin to be held at Raymond Terrace. The Nations of Origin is a multifaceted sport, cultural, education and leadership program which culminates during the annual NAIDOC week.	\$4950
Rixon's Bus Service	Coast to Canberra Daily Shuttle Service The funding subsidy will ensure the continuance of daily return service from the South Coast to Canberra. Rixon's Bus Service is demand responsive and adjusts the route to enable home pick up for customers, delivering them to their destination in Canberra.	\$70,000

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 (CCSP) provides transport for younger 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, via the Commonwealth Home Support Program, funds transport to provide trips for older, frail, aged people and their carers.
- Transport, 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.
- Delivered on behalf of the NSW Ministry of Health, the NGO Health Grants provide transport for non-emergency health related transport programs that enhance access to health care by catering for the travel needs of people who are transport disadvantaged.
- In 2017-18 the Country Passenger Transport Infrastructure Grants provided almost \$2 million for 416 projects as part of the 2017-19 biennial round to improve passenger transport infrastructure in rural, regional and remote communities across NSW. This represents Transport's financial contribution towards improving the accessibility and quality of kerbside passenger transport infrastructure in country areas.

Organisation	Program	Funding
Access Sydney Community Transport Inc.	Community Care Support Program	\$170,286
	Commonwealth Home Support Program	\$3,479,858
	Community Transport Program	\$273,540
	NGO Health Grants	\$44,818
Total		\$3,968,502
Activus Transport Incorporated	Community Care Support Program	\$64,481
	Commonwealth Home Support Program	\$1,826,739
	Community Transport Program	\$53,051
	NGO Health Grants	\$24,200
Total		\$1,968,472
Australian Unity Home Care Service	Community Care Support Program	\$155,807
	Commonwealth Home Support Program	\$1,597,729
	Community Transport Program	\$696,457
	NGO Health Grants	\$48,259
Total		\$2,498,252
Awabakal Ltd	Commonwealth Home Support Program	\$241,388
	Community Transport Program	\$29,129
Total		\$270,517

Organisation	Program	Funding
Bankstown Canterbury Community Transport	Community Care Support Program	\$96,538
	Commonwealth Home Support Program	\$2,332,204
	Community Transport Program	\$93,743
	NGO Health Grants	\$23,905
	Total	\$2,546,390
Baptist Community Services - NSW & ACT	Community Care Support Program	\$36,681
	Commonwealth Home Support Program	\$929,377
	Community Transport Program	\$134,028
	Total	\$1,100,085
Bathurst Community Transport	Community Care Support Program	\$89,597
	Commonwealth Home Support Program	\$358,250
	Community Transport Program	\$135,760
	Total	\$583,607
Bega Valley Community Transport	Community Care Support Program	\$5003
	Commonwealth Home Support Program	\$358,329
	Community Transport Program	\$83,012
	Total	\$446,344
Blue Mountains Aboriginal Culture & Resource Centre	Community Care Support Program	\$7196
	Commonwealth Home Support Program	\$67,597
	Community Transport Program	\$18,351
	Total	\$93,144
Bungree Aboriginal Association	Community Care Support Program	\$2950
	Commonwealth Home Support Program	\$171,849
	Community Transport Program	\$34,527
	Total	\$209,326
Cessnock Community Transport Inc.	Community Care Support Program	\$2436
	Commonwealth Home Support Program	\$331,709
	Community Transport Program	\$245,802
	Total	\$579,947
Clarence Community Transport	Community Care Support Program	\$247,361
	Commonwealth Home Support Program	\$1,277,689
	Community Transport Program	\$165,205
	NGO Health Grants	\$77,462
	Total	\$1,767,717

Organisation	Program	Funding
Coast And Country Community Services Ltd	Community Care Support Program	\$159,066
	Commonwealth Home Support Program	\$1,455,851
	Community Transport Program	\$441,641
	Total	\$2,056,558
Coffs Harbour Bellingen Nambucca C. T.	Community Care Support Program	\$104,266
	Commonwealth Home Support Program	\$1,875,547
	Community Transport Program	\$306,452
	Total	\$2,286,264
Community Connect Transport Services	Community Care Support Program	\$5865
	Commonwealth Home Support Program	\$1,100,694
	Community Transport Program	\$64,042
	Total	\$1,170,601
Community Transport Central Coast	Community Care Support Program	\$63,759
	Commonwealth Home Support Program	\$3,562,334
	Community Transport Program	\$185,735
	NGO Health Grants	\$49,249
	Total	\$3,861,078
Community Transport Port Stephens	Community Care Support Program	\$4130
	Commonwealth Home Support Program	\$712,941
	Community Transport Program	\$155,958
	NGO Health Grants	\$29,506
	Total	\$902,536
Community Transport Warren Inc.	Community Care Support Program	\$22,330
	Commonwealth Home Support Program	\$113,255
	Community Transport Program	\$70,953
	Total	\$206,538
Community Wheels Inc.	Community Care Support Program	\$18,189
	Commonwealth Home Support Program	\$1,500,794
	Community Transport Program	\$210,493
	Total	\$1,729,476
Dungog & District Neighbourcare Inc.	Community Care Support Program	\$4777
	Commonwealth Home Support Program	\$273,740
	Community Transport Program	\$42,746
	Total	\$321,263

Organisation	Program	Funding
Easy-Go Connect Incorporated	Community Care Support Program	\$20,811
	Commonwealth Home Support Program	\$1,565,070
	Community Transport Program	\$168,108
	Total	\$1,753,988
Easylink Community Services Limited	Community Care Support Program	\$2567
	Commonwealth Home Support Program	\$1,248,494
	Community Transport Program	\$278,514
	Total	\$1,529,576
Far West HACC Services Inc.	Community Care Support Program	\$34,421
	Commonwealth Home Support Program	\$183,636
	Community Transport Program	\$100,418
	Total	\$318,476
Gandangara Transport Services Ltd	Community Care Support Program	\$31,678
	Commonwealth Home Support Program	\$487,836
	Community Transport Program	\$146,546
	Total	\$666,060
Great Community Transport Inc.	Community Care Support Program	\$18,474
	Commonwealth Home Support Program	\$1,448,297
	Community Transport Program	\$241,031
	NGO Health Grants	\$48,145
	Total	\$1,755,947
Hastings Macleay Community Transport	Community Care Support Program	\$46,030
	Commonwealth Home Support Program	\$1,943,966
	Community Transport Program	\$98,519
	Total	\$2,088,515
Holdsworth Street Community Centre	Community Care Support Program	\$85,429
	Commonwealth Home Support Program	\$467,384
	Community Transport Program	\$144,733
	NGO Health Grants	\$29,374
	Total	\$726,921

Organisation	Program	Funding
Home Assistance And Regional Transport Services	Community Care Support Program	\$240,661
	Commonwealth Home Support Program	\$1,449,862
	Community Transport Program	\$304,888
	NGO Health Grants	\$40,929
Total		\$2,036,340
Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc.	Community Care Support Program	\$5705
	Commonwealth Home Support Program	\$1,576,759
	Community Transport Program	\$15,079
	NGO Health Grants	\$20,711
Total		\$1,618,253
Intereach Ltd	Community Care Support Program	\$80,499
	Commonwealth Home Support Program	\$539,822
	Community Transport Program	\$197,830
Total		\$818,151
Inverell HACC Services Incorporated	Community Care Support Program	\$1157
	Commonwealth Home Support Program	\$496,882
	Community Transport Program	\$70,786
	NGO Health Grants	\$19,496
Total		\$588,321
Kalianna Enterprises Inc.	Community Care Support Program	\$200,760
	Commonwealth Home Support Program	\$507,318
	Community Transport Program	\$101,321
Total		\$809,399
Lake Cargelligo & District Community Transport	Community Care Support Program	\$8618
	Commonwealth Home Support Program	\$169,968
	Community Transport Program	\$64,152
	NGO Health Grants	\$9812
Total		\$252,551
Leichhardt Community Transport	Community Care Support Program	\$94,883
	Commonwealth Home Support Program	\$1,355,503
	Community Transport Program	\$109,939
Total		\$1,560,325

Organisation	Program	Funding
LiveBetter Services Limited	Community Care Support Program	\$326,257
	Commonwealth Home Support Program	\$1,844,170
	Community Transport Program	\$721,618
	Total	\$2,892,045
Maitland Community Care Services Inc.	Commonwealth Home Support Program	\$656,160
	Community Transport Program	\$122,350
	Total	\$778,511
Manning Valley And Area Community Transport	Community Care Support Program	\$17,966
	Commonwealth Home Support Program	\$1,796,326
	Community Transport Program	\$273,328
	NGO Health Grants	\$29,753
	Total	\$2,117,373
Meeting House Inc.	Commonwealth Home Support Program	\$64,780
	Total	\$64,780
Mercy Services	Commonwealth Home Support Program	\$2,261,534
	Community Transport Program	\$157,717
	Total	\$2,419,251
Moree Aged & Disability Services	Community Care Support Program	\$6373
	Commonwealth Home Support Program	\$278,593
	Community Transport Program	\$104,249
	Total	\$389,215
Murrumburrah-Harden Flexible Care Services	Community Care Support Program	\$3541
	Commonwealth Home Support Program	\$45,845
	Community Transport Program	\$53,391
	Total	\$102,776
Northern River Social Development Council	Community Transport Program	\$116,672
	Total	\$116,672
Northern Coalfields Community Transport	Community Care Support Program	\$8628
	Commonwealth Home Support Program	\$328,305
	Community Transport Program	\$19,745
	Total	\$356,678

Organisation	Program	Funding
Northern Illawarra Neighbour Aid	Community Care Support Program	\$5974
	Commonwealth Home Support Program	\$104,714
	Community Transport Program	\$41,383
	Total	\$152,071
Northside Community Forum Incorporated	Community Care Support Program	\$22,630
	Commonwealth Home Support Program	\$183,067
	Community Transport Program	\$54,226
	Total	\$259,923
Ourcare Services Ltd.	Community Care Support Program	\$5223
	Commonwealth Home Support Program	\$332,272
	Community Transport Program	\$35,407
	NGO Health Grants	\$23,113
	Total	\$396,015
Oxley Community Transport	Community Care Support Program	\$4422
	Commonwealth Home Support Program	\$862,420
	Community Transport Program	\$233,795
	Total	\$1,100,637
Parkes & District Neighbourhood And Community Information Centre Inc.	Community Care Support Program	\$17,350
	Commonwealth Home Support Program	\$399,582
	Community Transport Program	\$186,341
	NGO Health Grants	\$31,403
	Total	\$634,676
Peppercorn Services Inc.	Community Care Support Program	\$12,823
	Commonwealth Home Support Program	\$501,687
	Community Transport Program	\$242,910
	NGO Health Grants	\$14,656
	Total	\$772,076
Randwick Waverley Community Transport	Community Care Support Program	\$105,363
	Commonwealth Home Support Program	\$1,646,157
	Community Transport Program	\$29,757
	Total	\$1,781,277

Organisation	Program	Funding
Rylstone District Care & Transport	Community Care Support Program	\$23,183
	Commonwealth Home Support Program	\$101,864
	Community Transport Program	\$18,347
	Total	\$143,394
South Eastern Community Connect	Community Care Support Program	\$41,704
	Commonwealth Home Support Program	\$433,751
	Community Transport Program	\$6180
	Total	\$481,635
South West Community Transport Inc.	Community Care Support Program	\$77,137
	Commonwealth Home Support Program	\$3,616,906
	Community Transport Program	\$215,360
	Total	\$3,909,403
Southern Highlands Community Transport	Community Care Support Program	\$21,894
	Commonwealth Home Support Program	\$998,368
	Community Transport Program	\$122,608
	Total	\$1,142,870
St George Community Transport	Community Care Support Program	\$91,136
	Commonwealth Home Support Program	\$1,964,371
	Community Transport Program	\$86,055
	Total	\$2,141,561
Stryder Incorporated	Community Care Support Program	\$7507
	Commonwealth Home Support Program	\$934,719
	Community Transport Program	\$13,752
	NGO Health Grants	\$41,312
	Total	\$997,290
TransCare Hunter Ltd	Community Care Support Program	\$11,873
	Commonwealth Home Support Program	\$414,488
	Community Transport Program	\$250,529
	NGO Health Grants	\$9812
	Total	\$686,703
Tweed, Byron And Ballina Community Transport Incorporated	Community Care Support Program	\$188,908
	Commonwealth Home Support Program	\$2,150,354
	Community Transport Program	\$212,903
	NGO Health Grants	\$42,508
	Total	\$2,594,674

Organisation	Program	Funding
Valmar Support Services Ltd	Community Care Support Program	\$36,477
	Commonwealth Home Support Program	\$860,914
	Community Transport Program	\$397,246
Total		\$1,294,637
Wee Waa Community Care Service Inc.	Community Care Support Program	\$818
	Commonwealth Home Support Program	\$306,855
	Community Transport Program	\$130,610
	NGO Health Grants	\$34,153
Total		\$472,436
Western Region Community Transport Forum	Community Care Support Program	\$4583
	Commonwealth Home Support Program	\$21,492
Total		\$26,076
Western Sydney Community Forum Inc.	Community Transport Program	\$149,226
Total		\$149,226
Wyalong And District Community Transport	Community Care Support Program	\$9300
	Commonwealth Home Support Program	\$188,226
	Community Transport Program	\$38,127
Total		\$235,653
Grand Total		\$73,698,978

Community Road Safety Grants

Organisation	Project name	Amount requested
Kootingal and District Preschool Inc.	Road safety track	\$5000
Foster Care Angels Inc.	Safer driving courses for young people in care	\$4900
Rotary Club of Woolgoolga Inc.	Youth driver awareness day	\$2700
Participate Australia Ltd.	Road safety program for people with intellectual disability	\$4675
Australasian College of Road Safety - NSW Chapter	Road safety seminar series	\$5000
Survive The Ride Association of NSW	Under the Radar rider safety workshops	\$4500
Civic Disability Services	Civic road safety training	\$5000

Organisation	Project name	Amount requested
Anglicare North Coast - Coffs Harbour	The Road to Freedom project (road safety workshop for newly arrived female refugees / humanitarian entrants)	\$5000
Anglicare North Coast - Richmond/Tweed	The Road to Freedom project (road safety workshop for newly arrived female refugees / humanitarian entrants)	\$5000
Fighting Chance Australia	Increasing road safety awareness for young adults with a disability	\$5000
SCARF Incorporated	Drive Safe Empower Project - driver education and mentoring for refugee youth.	\$27,400
Passion of Welfare Incorporated Association	Develop and increase awareness of road safety in the South Asian community	\$5000
Macarthur Diversity Services Initiative Ltd	Drive for safety and success in Campbelltown	\$28,900
Youthsafe	Capacity building for Learner Driver Mentor Programs	\$23,160
Kidsafe NSW	Keeping our kids safe on the roads: focusing on CALD communities	\$5000
Kidsafe NSW	Keeping our mob's kids safe on roads: Aboriginal communities program	\$23,265
Great Community Transport Incorporated	Bikes on Buses	\$5000
Sydney Riders	Sydney Riders - Motorcycle Safety Program	\$5000
The Reach Foundation	Fused in the Hunter: Workshops	\$29,900
Gulgong Liquor Accord Night Rider	Night Rider bus	\$5000
CareSouth	Learner Driver Mentoring Program	\$5000
Blue Datto Foundation Ltd	Central Coast Community Keeping Safe Program	\$5000
Blue Datto Foundation Ltd	Hawkesbury Community Keeping Safe Program	\$5000
Blue Datto Foundation Ltd	Hunter Community Keeping Safe Program	\$5000
Blue Datto Foundation Ltd	Penrith Community Keeping Safe Program	\$5000
Blue Datto Foundation Ltd	Tamworth Community Keeping Safe Program	\$5000
Blue Datto Foundation Ltd	Western Sydney Peer Keeping Safe Program	\$5000
La Perouse Local Aboriginal Land Council	La Perouse Aboriginal Mission Road Safety Project	\$5000
NSW State Emergency Service	CareFlight MediSim Trauma Care Workshop delivery to SES	\$30,000
Metro Assist Inc.	New Drivers Safety Education	\$5000
Australian Road Safety Foundation	Senior Driver Program	\$23,200

Organisation	Project name	Amount requested
Australian Road Safety Foundation	Learner Driver Program for Disengaged Youth on the Tweed Coast Pilot Program	\$30,000
Little Blue Dinosaur Foundation Ltd (LBDF)	LBDF Road Safety Education Campaign (incl. Holiday Time Road Safety)	\$30,000
URBANO	Stop at the Dots	\$1500
Northside Community Forum Limited	Road Safety Training for Person Living with a Disability	\$5000
Jubilee Community Services Inc.	Seniors Driver and Pedestrian Education	\$1640
Shellharbour Aboriginal Community Youth Association (SACYA)	SACYA Road Safety	\$25,000
Georgina Josephine Foundation	Radio Campaign - 'Check the driveway...'	\$4510
STEER Project	Voluntary Breath Testing - VBT	\$28,400

Research and development

Transport Digital Accelerator

Following the release of the Future Transport Technology Roadmap, TfNSW has established a Future Transport Digital Accelerator to enable collaboration with partners from tech industry leaders and start-ups ventures that focus on initiatives to adopt new and emerging technologies to improve transport customer outcomes.

Operational since December 2017, the Accelerator has organised a series of internal and external innovation challenges and subsequently initiated a range of concepts and problem spaces for the development of proofs of concept and pilots with new technologies including:

- Maritime Companion Apps: to provide customers with real-time information about marine conditions so they can have a safe and enjoyable day on the water.
- OpalPay and On-Demand Services: to develop integrated booking and payment platforms using Opal Card to support new on-demand transport services.

- Mobility as a Service (MaaS): to integrate technology platforms so as to provide customers with an increased range of options to meet their door-to-door travel.
- Travel Demand Analysis and Forecasting: development of advanced data analytics models that will predict future demand patterns to support building future network capacity.
- Route and Timetable Optimisation: technological tools and data techniques that enable the analysis of customer journeys and network design for the bus network.
- Customer On-Time Measurement and Management: development of real-time data based tools to assist Sydney Trains on managing network disruptions to minimise customer delay.
- Drone Trials: deployment of drones to assist in incident management and asset monitoring.
- Better Freight Delivery in Urban Centres: developing systems to improve the efficiency of delivery of freight and services in heavily trafficked urban centres.

These initiatives are at various stages of investigation and concept development in collaboration with relevant teams from the Transport cluster and a variety of industry partners.

Centre for Road Safety – Research and development

The Centre for Road Safety continues to have an evolving and robust research program, with several large-scale evaluations and research projects completed during the year, as well as new projects commenced. This enables valuable insight to overlay with our road safety policies and programs to make sure they are saving lives. The following sections describe some key research projects, as well as descriptions of evaluations completed during the year.

The Australian Naturalistic Driving Study

The Centre for Road Safety continues to support the Australian Naturalistic Driving Study (ANDS), which aims to understand what people do when driving in normal and safety-critical situations. Vehicles are fitted with a data collection system that continuously records their driving behaviour (e.g. where they are looking), the behaviour of their vehicle (e.g. speed, lane position) and the behaviour of other road users with whom they interact. The study is being coordinated by the University of NSW with significant support from Transport for NSW. Data collection for the study is now complete, including continuous observation of 360 vehicles for four months over a period of two years. Work is underway to commence more detailed research analysis that can inform future road safety improvements.

Reverse autonomous emergency braking feasibility trial

A feasibility trial investigating the use of reverse autonomous emergency braking for heavy vehicles in a real-world context has been completed. The trial suggested that the system had the potential to operate effectively and be acceptable to heavy vehicle operators. Further trials with greater numbers of vehicles, across a variety of environments would be needed to draw conclusions about the safety benefits of the system more broadly.

In addition, in 2017-18 the following specific evaluation activities were completed, in addition to several others that are ongoing or commenced:

Completed evaluation	Description and findings
Driving Change Program	Driving Change is a licensing support program developed by the George Institute for Global Health and partners including Transport for NSW. It aims to facilitate access to driver licensing for Aboriginal communities in NSW. The program was delivered in partnership with 11 Aboriginal communities in NSW. Across the sites there were 1006 clients, 68 per cent of these were aged 16-24 years. Almost half of all clients came from households that did not have a licensed driver. More than two-thirds of clients requested assistance with supervised driving practice and more than one-third participated in supervised driver training. The most productive sites were those that successfully engaged and retained volunteer community mentors to supervise driving practice; however, recruitment of suitable volunteers was the most significant challenge to implementation. Effective strategies for retaining volunteer mentors were ensuring the client and mentor were well matched, and the mentor felt supported and valued. Access to long-term sustained funding was a significant challenge to the sustainability of the program.
Buckle-Up Safely: safe travel for Aboriginal children	Buckle-Up Safely is a community-based trial that aims to increase the proportion of Aboriginal and Torres Strait Islander children travelling safely in cars by increasing correct use of age-appropriate child restraints. The program was delivered in partnership with Aboriginal organisations in 12 communities in NSW. It reached 75 early childhood services, delivered 33 information sessions (to 441 families), seven restraint fitting days and 19 community events, and distributed 469 child car seats. Observations before and after the program found a greater proportion of children were in the right car seat for their age after the program (89 per cent compared to 83 per cent).

Completed evaluation **Description and findings**

Minimum passing distance trial

The minimum passing distance rule requires that drivers must give bicycle riders at least one metre of space when passing (or 1.5 metres where the speed limit is more than 60 km/h). A two-year trial of the rule came into effect on 1 March 2016. The evaluation found that the minimum passing distance rule improved motorist awareness of the need to provide space for cyclists when passing, and suggested that the rule contributed to improved safety for cyclists. Compared to the pre-rule crash trend, there was an estimated 15 per cent reduction in casualty crashes related to minimum passing distance in the 10 months after the trial began (though the reduction did not reach statistical significance). Observed compliance with the rule was generally high both before and after the rule was introduced. There was no clear evidence of any negative or unintended outcomes of the trial. The evaluation showed widespread support for retaining the rule among both stakeholders and community survey respondents. In May 2018, it was retained as a permanent NSW Road Rule after an evaluation of the trial.

Older Drivers Licensing Scheme

A number of changes to the Older Driver Licensing System were introduced in 2008, including changing the age to commence annual medical assessment to 75 years; reducing the frequency of on-road driving tests for drivers aged 85 or more; and a new modified licence option as an alternative to the on-road driving test. An evaluation of these changes was completed in 2017-18. It showed that the current NSW licensing approach continues to balance quality of life for older drivers with road safety for the community. While there was no change in crash rate for older drivers that could be linked to the 2008 licensing changes, there was a gradual decline in crash rate per licensed older driver between 2005 and 2014. The crash rate for drivers 85 years or older with a modified licence was 18 per cent lower than the rate for drivers in this age group with a full licence. The licensing changes were well supported by older drivers and their family members and carers. Opportunities to enhance the current system were identified, including improved information and education about alternative transport options for older people to support continued quality of life.

Completed evaluation	Description and findings
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In-ground pedestrian lights trial	In-ground pedestrian lights are embedded into the pavement along the kerb at a pedestrian crossing. They mirror information provided by regular pedestrian warning lights. A trial of in-ground pedestrian lights was conducted at two key crossings in the Sydney CBD. It was proposed that pedestrians who were distracted by electronic devices, and therefore not paying attention to the road or the status of the regular pedestrian warning lights, might benefit from additional visual warning information at ground level. An evaluation of the trial was completed in 2017-18. Observations of pedestrians at the two trial intersections showed that the in-ground pedestrian lights reduced the rates of noncompliant crossing by 16 per cent. However, observed improvements in compliance following installation of the lights were the same for distracted pedestrians (those observed to be using electronic devices or looking down as they approached the crossing) and for pedestrians who were not distracted. The majority of noncompliant pedestrians were not distracted as they arrived at the crossing - 98 per cent were looking up and 81 per cent were not using an electronic device. A cost-benefit analysis suggested that if the lights were installed on a wider scale, predicted crash reductions would result in a net benefit within 10 years. However, the lights are extremely costly to purchase and install, and more investigation is warranted to assess whether equivalent benefits can be achieved with alternative technologies at a lower cost.
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Innovation, Research and Reform - Research, data, development

Transport Performance and Analytics Centre of Excellence enables 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 2017-18, we undertook the following development activities:

Activity	Status	Partners and collaborators
Completion of the Greater Sydney Metropolitan Area Household Travel Survey for the 21st year.	Results being compiled	IPSOS Australia, an independent market research company.
Fare evasion survey.	Biannual	EY Sweeney, a full service market research firm,
Boating Behaviour Survey.	Results being compiled	and the Clever Stuff.
Journey to Work.	Results being compiled	IPSOS Australia, an independent market research company. SGS Economics & Planning.
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, NSW Treasury and Sydney Water.
Directed Hackathons to address the real-world challenges facing transport.	Ongoing	University of Technology Sydney (UTS) post-graduate students.

Activity	Status	Partners and collaborators
Future Transport Data Science Hot Spot – collaboration with various external partners.	Ongoing	Various, including UTS, DSpark, Westpac 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.
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.

Research Activities and Launch of the Transport Research Hub

Transport for NSW undertakes activities with key research partners. These include:

Activity	Status	Partners and collaborators
UTS Capstone Student Research - undertaking research projects to help address transport challenges.	Ongoing	Final year engineering students.
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.

Transport's Research Unit undertakes innovative and practical research projects and facilitates further relationships with the university sector. This business unit, in conjunction with the Transport Performance and Analytics (TPA) Centre of Excellence, helps provide the evidence base to improve strategic decision making.

The Research Unit developed an innovative and collaborative research model that is supported by the Transport Research Hub. This is an online platform that fosters engagement, innovation, and information sharing between the tertiary sector, industry and other government agencies interested in transport-related research. The research Hub outlines our strategic research directions, and provides problem statements that allow research partners to help with our challenges, opportunities and research priorities.

The research and engagement model is supported by a series of collaboration agreements that we are putting in place with key university partners (For example, University of Technology Sydney, University of Sydney, and Western Sydney University). These agreements are also supported by the development of project agreements and confidentiality deeds.

Key research projects and interactions with universities include:

- A study into the optimisation of traffic-signalised intersections to minimise vehicle stop-time for light rail vehicles (in conjunction with UTS and the iMove Cooperative Research Centre).
- Analysis of data sources for improving Sydney Train's procurement of bus replacements for planned service disruption (in conjunction with Swinburne University and the iMove Cooperative Research Centre).
- Observational research for developing a monitoring and assessment framework for upgrades to NSW boat ramps.
- Developing an evaluation framework for on-demand services in regional NSW (in conjunction with University of Sydney's Institute of Transport and Logistics Studies).
- Coordination of student group research projects from the Jacaranda Flame Student Consulting Program at the University of Sydney (for example, interchange, and transport forecasting validation).
- Ongoing support of Engineering Capstone students at the University of Technology Sydney (for example, RailSys, HTS, Bus Operations).
- Establishment of Transport's Data Governance Working Group with members from TPA and the Research Unit, to better manage university data requests.

Consultants

Consultant	Category	Project	Actual cost
PM-PARTNERS GROUP	Management services	Governance review of Point to Point Transport Commission	\$2,078,550
ERNST & YOUNG	Organisational review	Establishment of Sydney Metro	\$1,507,350
KPMG	Management services	Development of TAHE	\$973,821
THE BOSTON CONSULTING GROUP PTY LTD	Organisational review	Establishment of Sydney Metro	\$956,935
ERNST & YOUNG	Management services	Development of TAHE	\$555,640
ERNST & YOUNG	Organisational review	Establishment of Sydney Metro	\$551,720
THIRD HORIZON CONSULTING PTY LTD	Organisational review	Establishment of Sydney Metro	\$463,357
THIRD HORIZON CONSULTING PTY LTD	Information technology	Transformation Review of IT Service Delivery	\$271,399
MCKINSEY PACIFIC RIM INC	Management services	Property portfolio review	\$250,000
VILRIDGE PTY LTD	Management services	Review of operational protocol	\$169,950
MCKINSEY PACIFIC RIM INC	Management services	Capability benchmarking for Sydney Metro	\$148,000
THIRD HORIZON CONSULTING PTY LTD	Organisational review	Capability review of Crashlab for the Smart Innovation Centre and Centre for Road Safety	\$136,363
ICENI GROUP PTY LTD	Management services	Assessment of procurement practice	\$135,575
SENATESHJ	Management services	Organisational Development projects	\$107,800
SYMPLICIT PTY LTD	Management services	Corporate Policy Creation	\$64,300
CORVIEW GROUP P/L	Management services	Economic analysis of investment proposals	\$62,261
KPMG	Management services	Development of Freight and Ports Plan	\$51,265
TERROIR PTY LTD	Management services	Circular Quay Renewal	\$105,387
Total number of engagements		Total cost	
27		\$558,026	

Total consultant payment less than \$50k: 558,026

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 2017-18.

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) \$'000	Less than 30 days overdue \$'000	Between 31 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
September	-\$67,903	-\$9783	-\$305	-\$5	-\$681
December	-\$39,844	-\$335,593	-\$1153	\$417	-\$963
March	-\$55,721	-\$14,546	-\$1788	-\$3984	-\$1049
June	-\$69,432	-\$12,943	-\$1060	-\$15	-\$116
Small business suppliers (\$'000)					
September	-\$463	\$0	-\$2	\$0	-\$8
December	\$0	\$0	\$0	\$0	\$0
March	\$0	\$0	\$0	\$0	\$0
June	\$0	\$0	\$0	\$0	\$0

Accounts due or paid within each quarter:

Quarter	Sept	Dec	Mar	Jun
All suppliers				
Number of accounts due for payment	28,682	28,343	30,435	32,796
Number of accounts paid on time	28,403	28,129	29,978	32,482
Actual percentage of accounts paid on time (based on number of accounts)	99.0%	99.2%	98.5%	99.0%
Dollar amount of accounts due for payment (\$'000)	\$4,068,015	\$4,255,968	\$3,791,286	\$4,609,970
Dollar amount of accounts paid on time (based on \$) (\$'000)	\$4,058,283	\$4,244,192	\$3,733,922	\$4,592,508
Actual percentage of account paid on time (based on \$)	99.8%	99.7%	98.5%	99.6%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts (\$'000)	\$0	\$0	\$0	\$0
Small business suppliers				
Number of accounts due for payment to small businesses	379	223	79	68
Number of accounts due to small businesses paid on time	364	217	71	67
Actual percentage of small business accounts paid on time (based on number of accounts)	96.0%	97.3%	89.9%	98.5%
Dollar amount of accounts due for payment to small businesses (\$'000)	\$3206	\$2588	\$906	\$879
Dollar amount of accounts due to small businesses paid on time (\$'000)	\$3125	\$2558	\$866	\$876
Actual percentage of small business accounts paid on time (based on \$)	97.5%	98.8%	95.6%	99.7%

Time for payment of accounts

Quarter	Sept	Dec	Mar	June
Number of payments for interest on overdue accounts	2	0	1	0
Interest paid to small businesses on overdue accounts (\$'000)*	\$0	\$0	\$0	\$0

* Rounded to zero as amount is less than \$1000.

Implementation of price determination

The Independent Pricing and Regulatory Tribunal (IPART) has made determinations as to the 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
- Private ferries.

On 3 July 2017, Opal fares and caps increased in line with changes in the cost of living. All fares and caps increased by 2.4%, with the exception of the Pensioner/Senior Gold card cap day cap which remained at \$2.50. This was substantially below the IPART recommended increase of 4.2%.

On 5 March 2018, a new, cheaper and simpler fare structure was implemented for rural and regional buses following an IPART review. From 5 March 2018, the maximum fare for 1-2 section trips (up to 3.2kms) is now \$2.30, down from \$3.40. Any trip longer than 200 kilometres now has a maximum fare of \$48.20, compared to the old fare of up to \$60. Daily tickets have now been introduced allowing all day travel from \$6.90. Eligible concession holders will pay half the reduced adult fare. The Regional Excursion Daily ticket for pensioners and seniors will remain at \$2.50. Overall, customers are benefiting from average savings of 29% which should contribute to an increase in patronage on rural and regional bus services.

IPART also determined new maximum fares for private ferries. On 1 January 2018, maximum fares for private ferry operators increased by between 10 and 40 cents.

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 2017-18, 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.

Appendix 3: Human resources

Human resources

The Transport for NSW headcount (inclusive of Department of Transport) is 4147 staff, which includes a full-time equivalent (FTE) of 4052.23. Growth in capital funded projects within Transport contributed to the increase.

The Transport workforce (excluding cadets, casuals and contractors/labour hire) includes the following comparison with the previous two years:

Annual salary	2017-18 Total count			2016-17 Total count			2015-16 Total count		
	F	M	Total	F	M	Total	F	M	Total
<\$50,000	0	0	0	21	27	48	0	2	2
\$50,001 – \$75,000	262	181	443	343	174	517	333	183	516
\$75,001 – \$100,000	582	339	921	476	295	771	424	265	689
\$100,001 – \$125,000	450	481	931	439	546	985	366	485	851
\$125,001 – \$150,000	326	453	779	250	330	580	175	254	429
>\$150,000	340	733	1073	311	699	1010	201	551	752
Total	1960	2187	4147	1840	2071	3911	1499	1740	3239

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

Note 2: Excludes cadets in Transport (54) and no casuals, contractors or labour hire.

The Department of Transport headcount remained relatively stable.

The Department of Transport includes the Secretary's position:

Annual salary	17-18 Total count			16-17 Total count			15-16 Total count		
	F	M	Total	F	M	Total	F	M	Total
<\$50,000	0	0	0	0	0	0	0	0	0
\$50,001 – \$75,000	0	0	0	0	0	0	0	0	0
\$75,001 – \$100,000	0	0	0	0	0	0	0	0	0
\$100,001 – \$125,000	0	0	0	0	0	0	0	0	0
\$125,001 – \$150,000	0	0	0	0	0	0	0	0	0
>\$150,000	0	1	1	0	1	1	0	1	1
Total	0	1	1	0	1	1	0	1	1

Note 1: Headcount of Department of Transport full time equivalent (FTE) includes Secretary's position only. All other FTE included in TfNSW headcount.

Note 2: No casuals in Department of Transport.

We have established new governance structures including the Cluster People and Culture committee. The purpose of this committee is to determine the strategic and operational people and industrial relations direction for

the Transport cluster, and to provide high-level advice, support, direction, monitoring and oversight of people policies and strategies.

The key functions of the committee are to initiate, prioritise, approve and subsequently monitor the effectiveness of cluster-wide major

people strategies, policies and plans in various areas including diversity and inclusion (and the delivery of the Premier's Priorities). This committee fulfils the function of a Diversity Council as part of its accountabilities.

Personnel policies and practices

Our HR policy framework aligns to the Transport values, and modern, streamlined HR management approaches. Where appropriate, we develop and apply consistent policies across the Transport cluster to embed these practices.

HR policies and procedures are regularly reviewed and updated. During 2017-18, we published the following Transport policies and procedures:

- Transport Leave and Attendance Policy
- Transport Flexible Work Arrangements Policy
- Transport for NSW Pay Procedure
- Updated Transport for NSW Parental Leave Procedure.

Exceptional movements in wages, salaries or allowances

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 2017 received an annual increase of 2.5 per cent from the first full period on or after 1 July 2017.

Industrial relations policies and practices

We communicate with our employees through a variety of channels to ensure they are informed about a broad range of topics

Workforce diversity

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

Steady progress was made in working towards achieving our diversity and inclusion targets. While we did not meet these targets in 2017-18, we are continuing to implement programs to further accelerate our progress into the future. The following table shows the diversity statistics for employees at Transport for NSW:

Workforce diversity group	Benchmark	2016	2017	2018
Women	50%	46.1%	47.3%	47.5%
Aboriginal and Torres Strait Islander Peoples*	3.3%	1.2%	1.2%	2.0%
People whose first language spoken as a child was not English*	23.2%	17.4%	17.3%	7.4%
People with a disability*	5.6%	1.4%	0.7%	1.3%
People with a disability requiring work-related adjustment*	N/A	0.5%	0.4%	0.2%

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.

The consultative approach we have adopted at Transport accords with the principles contained in the Consultative Arrangements: Policy and Guidelines 2012 issued by Treasury.

Under the 2017 Award (implemented on 24 July 2017), it was agreed to establish a formal consultative forum through a Joint Consultative Committee (JCC). Three JCC meetings were held during 2017-18.

Under the 2017 Award, we committed to working with employees and their relevant union representatives to develop a Change Management Framework based on the principles contained in the NSW Public Service Agency change management standards. The parties continued to develop the Framework throughout 2017-18.

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 2017 budget savings measures and the use of contingent labour. The matter was successfully resolved through the application of the new consultative arrangements.

*2018 data for workforce diversity groups has been sourced from Transport Equip. In prior years, data was sourced from legacy systems. An additional focus in 2018–19 will be exploring strategies to ensure data in Transport Equip is as up to date as possible.

Note 1: The benchmark of 50 per cent for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2014–17 introduced an aspirational target of 1.8 per cent by 2021 for each of the sector’s salary bands. If the aspirational target of 1.8 per cent is achieved in salary bands not currently at or above 1.8 per cent, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3 per cent.

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2 per cent is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7 per cent to 5.6 per cent by 2027. More information can be found at: [Jobs for People with Disability: A plan for the NSW public sector](#). The benchmark for ‘People with Disability Requiring Work-Related Adjustment’ was not updated.

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

We launched the Disability Inclusion Action Plan 2018–2022 (a Future Transport 2056 supporting plan), building upon the successes of the previous Disability Action Plan 2012–2017.

A total of 158 actions from the Disability Action Plan 2012–2017 were fully implemented by 30 June 2018, with an additional five initiatives implemented with ongoing deliverables. Highlights from the Disability Action Plan 2012–2017 are as follows:

Target	Performance
Building an accessible transport network	
Accessibility is a performance criteria for public transport products	Sydney’s Ferry Fleet received a boost with six new Inner Harbour ferries and additional Inner Harbour routes, providing a faster, safer, more comfortable and accessible travel experience. The new fleet includes customer amenities that have never been available before on ferry services such as bicycle storage and WIFI access and provide the highest level of accessibility for customers with disability.
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 2018: <ul style="list-style-type: none"> • about 90.8 per cent of State Transit buses are wheelchair-accessible • about 84.2 per cent of Private Bus Operator buses in Sydney Metropolitan area are wheelchair-accessible • about 59.1 per cent of Private Bus Operator buses in Sydney Outer Metropolitan area are wheelchair-accessible.

Target

Progressively undertake works to upgrade railway stations and interchanges to improve access for all customers

Performance

173 of the 308 stations on the suburban and intercity networks are now accessible. This means that approximately 90 per cent of customer trips across the network are now accessible.

The Disability Inclusion Action Plan 2018–2022 contains more than 160 new actions that have been identified to reduce transport disadvantage, ranging from journey planning, to staff training, customer services and the interaction between transport modes.

Key progress items of the current plan are as follows:

Target

Liveable communities: improve the accessibility of ferry wharves and train stations through the continuation of the Transport Access Program (TAP).

Performance

Universal Design Principles and Whole of Journey Guidelines have been incorporated into the design phase of all future projects to ensure accessibility outcomes through the end-to-end customer journey.

Accessible systems and processes: involve people with disability in testing designs and apply lessons learned to new public transport vehicles, rolling stock and infrastructure.

We have undertaken extensive consultation and user testing with the peak disability advocacy groups for projects such as the New Intercity Fleet, Sydney Metro Northwest and Sydney Metro City and Southwest.

Accessible customer information, technology and research: work with app developers to provide transport accessibility information, including real-time data and encourage developers to create transport apps specifically for people with disability.

Trials of the SwiftFare app are underway which includes an electronic payment system for customers using the Taxi Transport Subsidy Scheme.

Inclusive customer service and feedback: Ensure that customer service staff are provided with disability awareness training.

Revision of the current disability awareness training provided to frontline Sydney Trains and NSW Trains staff is underway. This includes a broader awareness of different disability types and improved communication skills including the use of technology to assist customers.

Inclusive employment: Foster an inclusive workplace culture to make Transport for NSW an employer of choice for people with a disability.

Development of tools and processes is underway to ensure internal systems meet the needs of staff with disability. Establishment of the Internal Advisory Committee has been completed. This is an internal group of Transport cluster employees with a disability that provide advice and guidance to sensitive projects on the likely impacts for people with a disability.

Promotion (overseas visits by employees)

Officer	Destination	Purpose
Director Project Operations Infrastructure and Services	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, Infrastructure and Services	Spain	Inspect the LRV construction facilities in Zaragoza, encourage accountability for delivery and meet with responsible senior managers and executives face-to-face. Visiting the facilities will allow the TfNSW representatives to monitor progress of the design and manufacture of the LRV.
Deputy Secretary, Freight, Strategy and Planning	Singapore	Participation as guest speaker at the 2017 Transport Infrastructure and Integration Conference.
Deputy Secretary, Infrastructure and Services	China	Attendance of 2017 Australia and New Zealand School of Government (ANZSOG) China Reciprocal Program.
Principal Manager, Industry and Technical Development	New Zealand	Attend and complete a mandatory core program module of the Executive Master of Public Administration (EMPA) course.
Project Manager Rolling Stock, Newcastle Transport Program, Infrastructure and Services	Spain/France	Final Design Review, First Article Inspection's (FAIs), ongoing quality and process audits and carry out product acceptance activities.
Director, Future Transport Technology	Israel	Participation in the Landing Pad Mission (the Mission) meetings with leading incubators, venture capital funds and curated workshops with world class experts to gain an in-depth understanding of the factors that lead to success in the setup of the Transport Digital Incubator.
Lead Engineer, Signals and Control	Singapore	ASPECT presents an outstanding opportunity to learn and subsequently implement these learnings, specifically during the development of Transport for NSW's (TfNSW) strategy and standards in Communications Based Train Control for Rapid Transit (CBTC), and European Train Control Systems (ETCS) specifications and systems, performance optimisations, safety integrity and technology revolutions for railway command and controls.
Director, Digital Engineering Infrastructure and Services	Malaysia	Attend and speak at the Future Engineers 2017 Conference and help TfNSW become a global leader in the field of Digital Engineering.
Project Director New Intercity Fleet	Korea	Ensure that HRC is managing design activities to minimise impact to project schedules, and is now delivering in the Manufacturing Phase in accordance with project controls and contractual obligations. Discussions and inspections will include inspection of sub-contractor operations, the HRC production line and specifically car-body build.

Officer	Destination	Purpose
Executive Director, Fleet Program Delivery, Infrastructure and Services	Japan/China	Follow-up on the actions of the Sydney Growth Trains (SGT) and the New Intercity Fleet (NIF) contracts. The contracts require the manufacturers to design, develop, manufacture, test, commission, supply and deliver new passenger sets.
Project Director, Sydney Growth Trains, Infrastructure and Services	Japan/China	Follow-up on the actions of the Sydney Growth Trains (SGT) and the New Intercity Fleet (NIF) contracts. The contracts require the manufacturers to design, develop, manufacture, test, commission, supply and deliver new passenger sets.
Senior Manager for Design Sydney Metro,	China	To provide assurance against quality and performance outcomes and provide feedback on prototypes, before delivery of the first platform screen doors (PSDs) and platform edge barriers (PEBs) to Australia.
Subject Matter Expert (SME) Mechanical, from Metro Product and Integration, Sydney Metro	China	To provide assurance against quality and performance outcomes and provide feedback on prototypes, before delivery of the first platform screen doors (PSDs) and platform edge barriers (PEBs) to Australia.
Deputy Secretary, Finance and Investment	United Kingdom	Attend the ABIIC Annual Conference. There will also be key meetings with key strategic stakeholders and senior executives of Transport for London (TfL), Crossrail, High Speed Two and PwC UK, to gain invaluable learnings that may be applied to TfNSW, and current and future infrastructure projects to help achieve the best possible outcomes for NSW.
Point to Point Transport Commissioner	Indonesia	To attend the second Jakarta International Competition Forum on 'Disruptive Innovation, Competition Policy and Challenge to Emerging Markets'.
Deputy Secretary, Finance and investment	China/Malaysia	Represent Transport for NSW at the investor roadshow for WestConnex. The investor roadshow is an important first step in generating momentum for the WestConnex sales process.
Executive Director Corporate and Project Finance	USA/Canada/UK/Italy/Spain/Kuwait	Represent Transport for NSW at the investor roadshow for WestConnex. The investor roadshow is an important first step in generating momentum for the WestConnex sales process.
Executive Director, Digital Products Delivery TfNSW	USA	Accompany the Minister and participate in the Salesforce Dreamforce conference and meet with Cubic in their San Diego Head office.
Senior Manager Rail Systems, Sydney Metro Delivery Office	India	To conduct an essential review and verification of the Sydney Metro rail systems, including observing the results of the Integrated Factory Acceptance Test (IFAT) and the Factory Integration Validation Platform (FIV).

Officer	Destination	Purpose
Manager Rail Systems, Sydney Metro Delivery Office	India	To conduct an essential review and verification of the Sydney Metro rail systems, including observing the results of the Integrated Factory Acceptance Test (IFAT) and the Factory Integration Validation Platform (FIV).
Project Director Northwest Sydney Metro Delivery Office	India/ Singapore	To survey the progress of the train manufacturing and undertake verification activities to assess whether the requirements of the Operations, Trains and Systems (OTS) Contractor and Independent Certifier (IC) have been met and the Sydney Metro Northwest train will be fit for purpose at the opening in 2019. To discuss the commissioning, operational readiness and customer readiness and to learn from operational experience of MRT and LTA.
Contract Director, Operations, Trains and Systems Sydney Metro Delivery Office	India	To survey the progress of the train manufacturing and undertake verification activities to assess whether the requirements of the Operations, Trains and Systems (OTS) Contractor and Independent Certifier (IC) have been met and the Sydney Metro Northwest train will be fit for purpose at the opening in 2019.
Director Metro Operations Sydney Metro Delivery Office	Singapore	To discuss the commissioning, operational readiness and customer readiness and to learn from operational experience of MRT and LTA.
Executive Director Commercial Strategy, Finance and Investment Division	China	Part of the Premier's Delegation to attend the NSW-Guangdong JEM.
Project Manager Rolling Stock, Newcastle Transport Program	Spain/ France/ Luxembourg	Production inspection activities, ongoing quality and process audits, catenary-free reference project review. Also to negotiate CAF contract terms to support required project delivery dates and Operational Completion definition supporting the project schedule.
Program Director, Newcastle Transport Program	Spain/ France/ Luxembourg	Production inspection activities, ongoing quality and process audits, catenary-free reference project review. Also to negotiate CAF contract terms to support required project delivery dates and Operational Completion definition supporting the project schedule.
Executive Director, Fleet Program Delivery, Infrastructure and Services	China	A continuation of TfNSW executives visiting the manufacturing facilities at regular intervals over the end-to-end manufacturing phase of the Sydney Growth Trains fleet.
Project Director, Sydney Growth Trains, Infrastructure and Services	China	A continuation of TfNSW executives visiting the manufacturing facilities at regular intervals over the end-to-end manufacturing phase of the Sydney Growth Trains fleet.
Project Director, New Intercity Fleet (NIF)	Korea	Review plans developed during the October 2017 visit to schedule critical design and manufacturing activities and then to conduct a formal Contract Review with RC joint venture partners at HRC.

Officer	Destination	Purpose
Manager Safer Vehicles RD – Freight, Strategy & Planning	New Zealand	To attend meetings of the VSRG and the ANCAP Council and a joint workshop.
Research and Analysis Officer Rail Noise, Infrastructure and Services	USA	To attend the 24th Annual Wheel Rail Interaction Conference The conference is the premier international rail forum focused on the wheel rail interface.
Project Manager Train Delivery, Sydney Growth Trains (SGT), Infrastructure and Services	China	Work with key technical team members of China Railway Rolling Stock Corporation (CRRC), Downer EDI Rail (Downer) and Transport for NSW's (TfNSW) China-based Assurance Team for the Sydney Growth Trains program.
Project Manager – Rolling Stock, Newcastle Transport Program, Infrastructure and Services	Spain/France	Inspecting the completed LRV01 vehicle, witnessing the static testing of LRV01, inspecting the progress of the bogie and Onboard Energy Storage System (OESS) production, the LRV's under production and the ongoing quality audits.
Acting Program Director SMDO	India/China	Meet with Sydney Metro's train supplier, Alstom, for verification activities at the Sri City manufacturing plant in India, and meet with contracted operator, MTR, in Hong Kong.
Project Director, Sydney Metro Northwest SMDO	India/China	Meet with Sydney Metro's train supplier, Alstom, for verification activities at the Sri City manufacturing plant in India, and meet with contracted operator, MTR, in Hong Kong.
Deputy Secretary Infrastructure and Services	China/South Korea/Japan	The visit will involve site inspections of the production facilities for the Sydney Growth Trains (SGT) Fleet. In South Korea, the production, research and development facilities for the New Intercity Fleet (NIF) will be inspected. The visit will also include a meeting with JR Central, to build on Minister's Constance's visit to Japan in 2016, to discuss and experience high speed rail, above ground station development and operational processes.
Executive Director, Fleet Program Delivery, Infrastructure and Services	China/South Korea/Japan	The visit will involve site inspections of the production facilities for the Sydney Growth Trains (SGT) Fleet. In South Korea, the production, research and development facilities for the New Intercity Fleet (NIF) will be inspected. The visit will also include a meeting with JR Central, to build on Minister's Constance's visit to Japan in 2016, to discuss and experience high speed rail, above ground station development and operational processes.
Manager Investment Advice, Strategic Investments, Finance and Investment	Singapore	To attend the July 2018 residential session of the Executive Master in Public Administration (EMPA).

Officer	Destination	Purpose
A/Testing and Commissioning Manager, New Intercity Fleet (NIF) Infrastructure and Services	South Korea	To witness the train car body be stress-tested under many millions of repetitions of the loads expected to be withstood by the train car body in normal operating conditions and in critical incident conditions.
Director Transport Integrated Systems, Operational Systems Branch, Infrastructure and Services	USA	An award after the Public Transport Information Priority System (PTIPS) team won the Overall Best Smart City Project title at the Committee for Sydney – Smart City Award.
Deputy Project Director City & Southwest Sydney Metro Delivery Office (SMDO)	China	Meet with the TBM manufacturer Herrenknecht Tunnelling Systems to observe factory acceptance testing of two types of TBM for the Sydney Metro City & Southwest project. The importance of in-person observation is to ensure compliance with the tunnelling contract and that the TBMs will be fit for purpose on arrival in Sydney.
Delivery Manager North, Sydney Metro Delivery Office (SMDO)	China	Meet with the TBM manufacturer Herrenknecht Tunnelling Systems to observe factory acceptance testing of two types of TBM for the Sydney Metro City & Southwest project. The importance of in-person observation is to ensure compliance with the tunnelling contract and that the TBMs will be fit for purpose on arrival in Sydney.
Executive Director, Information Ticketing and Services (ITS) Customer Service	Vietnam	Present and attend the Transport Payments Asia Pacific Conference. Opportunity to learn about the latest developments in public transport payments and discuss key business and technology issues with suppliers and other jurisdictions in the region. Presenting at the conference will also provide an opportunity for TfNSW to showcase the first deployment of contactless payments for public transport ticketing in Australia and promote recent innovations with Opal.
Project Manager – Rolling Stock, Newcastle Transport Program (NTP), Infrastructure and Services	Spain/France	To conduct the final Light Rail Vehicle (LRV) customer inspection before transportation, oversee the transportation activities and conduct ongoing project quality audits. visit coincides with the final customer inspection and transportation of the first Newcastle LRV by the manufacturer, Construcciones y Auxiliar de Ferrocarriles (CAF).
Director Transport Equip Centre of Excellence People and Corporate Services	India	To partner with and lead the service provider transfer of the Transport Enterprise Corporate System known as ‘Transport Equip’.
Support Manager People and Corporate Services	India	To partner with and lead the service provider transfer of the Transport Enterprise Corporate System known as ‘Transport Equip’.

Officer	Destination	Purpose
Solution Architect Technical People and Corporate Services	India	To partner with and lead the service provider transfer of the Transport Enterprise Corporate System known as 'Transport Equip'.
Manager Rolling Stock and Train Maintenance, Sydney Metro Delivery Office	China	Conduct a due diligence review, and observe the dynamic and static type testing of the new battery electric locomotives and works wagons for Sydney Metro. He will represent Transport for NSW (TfNSW) to gain confidence and assurance that these vehicles meet requirements and are fit for their intended purpose.

Multicultural policies and services program

Transport provides mainstream transport services for all people of NSW and we are committed to delivering these services within a culturally, linguistically and religiously diverse society. We have worked extensively with Multicultural NSW on the development of a new Multicultural Plan.

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 women).

Providing access to public transport

We enable customer access to public transport through several different services.

Opal Card provides access to public transport in the Greater Sydney area, enabling around 54 million trips for adult, child, concession and senior/pensioner customers.

In addition, the School Student Transport Scheme enables travel to and from school for around 568,275 school age customers across New South Wales.

Transport provides 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.

During this financial year, we have also improved the Opal offering to make travel easier for customers by implementing Contactless Payments on light rail and ferry. We have also provided alternative integrated payment options using OpalPay across selected private ferry operators and on-demand services.

Transport refugee employment initiative

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

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	60
LTIs due to workplace-related injuries or illness	1
Prosecutions reported	0
Loss Time Injury Frequency Rate (per 1M hours)	0.18
Prosecutions under the Act	0
Percentage of planned Work Health and Safety consultation meetings held	100 per cent

Over the past year we continued to support workforce health and wellbeing awareness, conducting workshops and initiatives targeting mental health, resilience and nutrition. We also continued to provide Safety Managers' Forums and a Health and Wellbeing Community of Practice program, addressing both mental and physical health. Throughout the year we reported monthly on health and safety performance to the executive team.

We have developed a new Safety Plan 2018-23 that articulates our safety vision and the key strategies and actions to deliver on this

vision. The Safety Plan 2018-23 encourages improvements in safety reporting, supports a consistent approach to workplace safety, provides a future ready Transport Safety Management System, and embraces a proactive and supportive organisational culture.

During 2017-18 we also continued to identify and support staff with our due diligence program. Forums and training are being prepared to articulate our obligations regarding work, health and safety legislation, and which emphasise the importance of our senior leaders ownership over our current safety initiatives.

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.

Transport Service Senior Executives	2016-17 Female	2016-17 Male	2016-17 Total	2017-18 Female	2017-18 Male	2017-18 Total
Band 1	105	216	321	116	211	327
Band 2	16	47	63	15	50	65
Band 3	2	5	7	5	4	9
Band 4		1	1		1	1
Grand Total	123	269	392	136	266	402
TSSM (SS Level 1)	187	431	618	187	431	618

The table below shows the 2017-18 average total remuneration packages (TRP) of Transport Service Senior Executives (Band 1 to 3) \$272,914*.

Transport Service Senior Executives	Average of TRP 2016-17	Average of TRP 2017-18
Band 1	\$250,300	\$251,036
Band 2	\$349,891	\$354,879
Band 3	\$518,885	\$475,848
Band 4	\$507,350	\$537,145
TSSM (SS Level 1)	\$195,639	\$197,731

* The average Senior Service remuneration figure is exclusive of both TSSM and Band 4 (PSSE) remuneration.

Note 1: Included in the data for Bands 1, 2 and 3 is the average remuneration of 'preserved' employees who retain the rates applicable to the former Transport Senior Service classification. This group comprises 97 per cent of senior executives.

The 2017 Statutory and Other Offices Remuneration Tribunal determination was granted to staff employed within the Transport Senior Service classification. This produced a 2.5 per cent increase in remuneration. Increases were granted following assessment of the employee's performance.

Public Interest Disclosures Act 1994

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

The Public Interest Disclosures Internal Reporting Policy and Procedures, internal reporting hotlines, Nominated Disclosure Officer details and the Code of Conduct

are located on Transport for NSW's intranet. This includes information on the significance and purpose of the PID Act.

Transport for NSW provides face-to-face awareness sessions for staff and maintains a fraud and corruption e-learning module (mandatory for all new starters), that provides information on Public Interest Disclosures and our Internal Reporting Policy.

We received the following information requests:

Information requested	Number
Number of public officials who have made a Public Interest Disclosure (PID) to Transport for NSW	3
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	1
Total number of PIDs received	4
Number of PIDs received by category	0
Corrupt conduct	4
Maladministration	0
Serious and substantial waste of public money or local government money	0
Government information contraventions	0
Local government pecuniary interest contraventions	0
Total number of PIDs finalised	6

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.

Appendix 4: 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 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* [to 31.08.2017]
 - *Passenger Transport (General) Regulation 2017* [from 01.09.2017]
-

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* - renamed the *Point to Point Transport (Taxis and Hire Vehicles) (Industry Adjustment) Regulation 2016* on 01.11.2017
 - *Point to Point Transport (Taxis and Hire Vehicles) Regulation 2017* [from 01.11.2017 except Sch 3 which commenced 01.02.2018]
-

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)
-

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 (remainder, the Minister for Local Government))

Driving Instructors Act 1992

- *Driving Instructors Regulation 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

Motor Vehicles Taxation Act 1988

- *Motor Vehicles Taxation Regulation 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 [to 31.08.2017]*
- *Road Transport (Driver Licensing) Regulation 2017 [from 01.09.2017]*
- *Road Transport (General) Regulation 2013*
- *Road Transport (Vehicle Registration) Regulation 2007 [to 31.08.2017]*
- *Road Transport (Vehicle Registration) Regulation 2017 [from 01.09.2017]*

Roads Act 1993

(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))

- *Roads Regulation 2008*

Sydney Harbour Tunnel (Private Joint Venture) Act 1987

Tow Truck Industry Act 1998 [to 30.06.2017 - Allocated to the Minister for Innovation and Better Regulation 01.07.2017]

- *Tow Truck Industry Regulation 2008 [as for principal Act]*

Minister for Roads, Maritime and Freight

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)
-

Acts and subordinate legislation administered by the Minister for WestConnex

Minister for WestConnex

Roads Act 1993

(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 Western Sydney

Nil

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

(Acts assented to or commencing during 2017-18)

Minister for Transport and Infrastructure

Rail Safety National Law (South Australia) (Miscellaneous No 3) Amendment Act 2017 (South Australian Act No 14 of 2017)
(Commenced on 01.07.2017)

Statute Law (Miscellaneous Provisions) Act 2017 (2017 No 22)
Commenced on 01.07.2017 or 07.07.2017 (varies by amendment provision)

Transport Administration Amendment (Transport Entities) Act 2017 (2017 No 12)
Commencement Proclamation 2017 No 330 – Schedule 1 commenced 01.07.2017

Transport Administration Amendment (Automated Vehicle Trials and Innovation) Act 2017 (2017 No 41)
(Commenced on assent 14.08.2017)

Minister for Transport and Infrastructure

Point to Point Transport (Taxis and Hire Vehicles) Act 2016 (Act 2016 No 34)

(See section 2(2) for provisions commenced on assent (28.06.2016)

Part 10 commenced 08.07.2016.

Commencement Proclamation 2017 No 577 – Parts 2 – 8 and Schedules 1, 2 (other than clause 1), 5 (other than Schedule 5[25]), 6 and 7 commenced 01.11.2017

Commencement Proclamation 2018 No 14 – Remaining uncommenced provisions commenced 01.02.2018)

Statute Law (Miscellaneous Provisions) Act 2018 (2018 No 25) (Amendments to Acts – Sch 5.28).

(Commenced on 9.06.2018 – Assent 15.06.2018; commencement 14 days after assent)

Road Transport Legislation Amendment (Road Safety) Act 2018 (Act 2018 No 15)

(To commence on 01.07.2018)

Transport Administration Amendment (Sydney Metro) Act 2018 (2018 No 18)

(Commencement Proclamation 2018 No 275 – to commence 01.07.2018)

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 2017–18)

Minister for Transport and Infrastructure

Rail Safety National Law National Regulations (Fees and Returns) Variation Regulations 2017 (2017 No 257) (South Australian Regulations)

(Commenced on 01.07.2017)

Rail Safety National Law National Regulations (Miscellaneous) Variation Regulations 2017 (2017 No 258) (South Australian Regulations)

(Commencement linked to the commencement of the *Rail Safety National Law (South Australia) (Miscellaneous No 3) Amendment Act 2017* (South Australian Act) – Commenced on 01.07.2017)

Rail Safety National Law National Regulations (Queensland Fatigue Provisions) Variation Regulations 2017 (2017 No 259) (South Australian Regulations)

(By section 2, commencement was linked to the coming into operation of the *Rail Safety National Law (Queensland) Act 2017* (Qld). The Queensland Act commenced 'at the end of 30.06.2017')

Transport Administration Amendment (Senior Executive Transitional Arrangements) Regulation 2017 (2017 No 291)

(Commenced on 01.07.2017)

Transport Administration (General) Amendment Regulation 2017 (2017 No 331)

(Commenced on 01.07.2017)

Point to Point Transport (Taxis and Hire Vehicles) Regulation 2017 (2017 No 424)

(Commencement linked to commencement of provisions in the principal Act see clause 2; and Regulation historical notes)

Passenger Transport (General) Regulation 2017 (2017 No 473)

(Commenced on 01.09.2017)

Passenger Transport (General) Amendment (Authorised Officers) Regulation 2017 (2017 No 717)

(Commenced on 15.12.2017)

Minister for Transport and Infrastructure

Statute Law (Miscellaneous Provisions) Act (No 2) 2017 (2017 No 63)

(Sch 4.32 – Commenced on 14.01.2018)

Point to Point Transport (Taxis and Hire Vehicles) (Industry Adjustment) Amendment Regulation 2017 (2017 No 698)

(Commenced on 14.12.2017)

Point to Point Transport (Taxis and Hire Vehicles) Amendment (Passenger Service Levy) Regulation 2018 (2018 No 61)

(Commenced on 23.02.2017)

Smoke-free Environment Amendment Act 2018 (2018 No 13) (assent 18.04.2018)

(Commencement Proclamation 2018 No 243 – to commence 01.07.2018)

Passenger Transport Amendment (Fares Orders) Regulation 2018 (2018 No 248)

(Commenced on 08.06.2018)

Statute Law (Miscellaneous Provisions) Act 2018 (2018 No 25)

(Amendments to Regulations – Sch 5.29 & 5.30).

(Commenced on 29.06.2018 – Assent 15.06.2018; commencement 14 days after assent)

Rail Safety National Law National Regulations (Fees) Variation Regulations 2018 (2018 No 267) (South Australian Regulations)

(To commence on 01.07.2018)

Transport Administration (General) Amendment (Sydney Metro) Regulation 2018 (2018 No 284)

(To commence on 01.07.2018)

Driving Instructors Amendment (Fees) Regulation 2018 (2018 No 318)

(To commence on 01.07.2018)

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

(Acts assented to or commenced during 2017-18)

Minister for Roads, Maritime and Freight

Heavy Vehicle National Law and Other Legislation Amendment Act 2016 (Queensland Act No 65 of 2016)

(Assent 09.12.2016. Chapters 2 and 3 only are directly relevant to the National Law. Chapter 3 Maintenance amendments (except ss. 118 & 119 which were without effect for NSW due to provisions being omitted) commenced 01.07.2017 (Qld 2017 SL No 102). The automatic commencement of the uncommenced provisions has been postponed to the end of 09.12.2018 (Regulation Qld 2017 No 217)).

Statute Law (Miscellaneous Provisions) Act (No 2) 2017 (2017 No 63) (Sch 4.21 & 4.31).

(Commenced on 14.01.2018 – section 2(1))

Transport Administration Amendment (Automated Vehicle Trials and Innovation) Act 2017 (2017 No 41)

(Commenced on assent 14.08.2017)

Transport Administration Amendment (Driver Licence Disqualification) Act 2017 (2017 No 46)

(Commencement Proclamation 2017 No 592 – Act commenced 28.10.2017)

Minister for Roads, Maritime and Freight

Road Transport and Related Legislation Amendment Act 2017 (Act 2017 No 61)

(Commenced on assent 23.11.2017; except Schedule 1.3 not in force; and Schedule 2 commenced 01.05.2018. Section 2 and Commencement Proclamation 2018 No 153)

Statute Law (Miscellaneous Provisions) Act 2018 (2018 No 25)

(Amendments to Acts – Sch 1.22; 1.23; & 5.11).

(Commenced on 29.06.2018 – Assent 15.06.2018; commencement 14 days after assent)

Heavy Vehicle National Law and Other Legislation Amendment Act 2018 (Queensland Act No 10 of 2018)

(Assent 18.06.2018. Part 4 (ss. 12 – 43) only is directly relevant to the National Law. Some sections are to commence immediately after s.10 of the *Heavy Vehicle National Law and Other Legislation Amendment Act 2016* (not yet commenced); some sections to commence 01.07.2018; remaining sections to commence on a day fixed by proclamation; see s.2).

Road Transport Legislation Amendment (Road Safety) Act 2018 (Act 2018 No 15)

(To commence on 01.07.2018)

Miscellaneous Acts Amendment (Marriages) Act 2018 (Act 2018 No 28)

(Commenced on assent 15.06.2018; except Schedule 1.3 not in force; and Schedule 2 commenced 01.05.2018. Schedule 1.32 amended the note to s.212 of the *Road Transport Act 2013*)

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 2017-18)

Minister for Roads, Maritime and Freight

Driving Instructors Amendment (Fees) Regulation 2017 (2017 No 240)

(Commenced on 01.07.2017)

Marine Safety Amendment (Fees) Regulation 2017 (2017 No 242)

(Commenced on 01.07.2017)

Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2017 (2017 No 244)

(Commenced on 01.07.2017)

Ports and Maritime Administration Amendment (Fees) Regulation 2017 (2017 No 245)

(Commenced on 01.07.2017)

Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2017 (2017 No 246)

(Commenced on 01.07.2017)

Roads Amendment (Penalty Notice Offences) Regulation 2017 (2017 No 247)

(Commenced on 01.07.2017)

Tow Truck Industry Amendment (Fees) Regulation 2017 (2017 No 248)

(Commenced on 01.07.2017)

Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2017 (2017 No 311)

(Commenced on 01.07.2017)

Minister for Roads, Maritime and Freight

Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation (2017 No 311)
(Commenced on 01.07.2017)

Heavy Vehicle National Amendment Regulation 2017 (2017 No 329) (Queensland Regulation)
(Commencement of this Regulation is linked to the commencement of ss. 6 & 114 of the *Heavy Vehicle National Law and Other Legislation Amendment Act 2016* (Qld Act No 65 of 2016). Part 2 (Amendment of Heavy Vehicle (Fatigue Management) National Regulation) is linked to s 6 and the remaining provisions are linked to s 114. Section 6 was commenced as part of Chapter 3 on 01.07.2017 (Proclamation Qld 2017 SL No. 102). The automatic commencement of section 114 has been postponed to the end of 09.12.2018 (Regulation Qld 2017 No. 217)).

Road Transport (Driver Licensing) Amendment (Use of Digital Driver Licence) Regulation 2017 (2017 No 582)
(Commenced on 20.10.2017)

Road Amendment (Point to Point Transport) Rule 2017 (2017 No 598)
(Commenced on 01.11.2017)

Road Transport (Drive Licensing) Amendment (Point to Point Transport) Regulation 2017 (2017 No 599)
(Commenced on 01.11.2017)

Road Transport (Vehicle Registration) Amendment (Point to Point Transport) Regulation 2017 (2017 No 600)
(Commenced on 01.11.2017)

Road Transport Legislation Amendment (Penalty Notice Offences and Certification) Regulation 2017 (2017 No 617)
(Commenced on 10.11.2017)

Road Transport (Driver Licensing) Amendment (Provisional P2 Licence Extension) Regulation 2017 (2017 No 629)
(Commenced on 20.11.2017)

Road Transport Legislation Amendment (Demerit Points and Penalty Notice Offences) Regulation 2017 (2017 No 718)
(Commenced on 30.01.2018)

Roads Amendment (Barangaroo) Regulation 2017 (2017 No 710)
(Commenced on 15.12.2017)

Roads Amendment (Roads Authority) Regulation 2017 (2017 No 711)
(Commenced on 15.12.2017)

Statute Law (Miscellaneous Provisions) Act (No 2) 2017 (2017 No 63)
(Sch 4.14 & 4.42 - Commenced 14.01.2018. Sch. 5 clause 1 re Road Transport (Vehicle Registration) Regulation 2017 Schedule 5 - Commenced 07.12.2017 (14 days after assent on 23.11.2017))

Motor Vehicles Taxation Amendment (Toll Relief Scheme) Regulation 2018 (2018 No 137)
(Commenced on 16.04.2018)

Road Transport (Vehicle Registration) Amendment (Toll Relief Scheme) Regulation 2018 (2018 No 139)
(Commenced on 16.04.2018)

Roads Amendment (Toll Relief Scheme) Regulation 2018 (2018 No 140)
(Commenced on 16.04.2018)

Minister for Roads, Maritime and Freight

Road Transport Legislation Amendment (Stationary Emergency Vehicles) Regulation 2018 (2018 No 181)

(To commence on 01.09.2018)

Roads Amendment (Toll Services) Regulation 2018 (2018 No 220)

(Commenced on 25.05.2018)

Roads Amendment (Incomplete Crown Road Purchases) Regulation 2018 (2018 No 235)

(Minister for Lands and Forestry. Commences same day as Sch 3 to the *Crown Land Legislation Amendment Act 2017* which commences the same day as the *Crown Land Management Act 2016* repeals the *Crown Lands Act 1989* - Commencement Proclamation 2018 No 225 - to commence 01.07.2018)

Heavy Vehicle (Registration) National Regulation (2018 No 298) (Queensland Regulation)

(Commencement linked to the commencement of Chapter 12, Part 12.2A of the National Law, as inserted by s 39 of the *Heavy Vehicle National Law and Other Legislation Amendment Act 2018* (Qld), commences in NSW. To commence on 01.07.2018.

Statute Law (Miscellaneous Provisions) Act 2018 (2018 No 25)

(Amendments to Regulations & Rules - Sch 5.26; 5.35; & 5.36)

(Commenced on 29.06.2018 - Assent 15.06.2018; commencement 14 days after assent)

Road Transport (General) Amendment (Parking Fines Reduction) Regulation 2018 (2018 No 280)

(To commence on 01.07.2018)

Heavy Vehicle National Legislation Amendment Regulation 2018 (2018 No 299) (Queensland Regulation)

(To commence on 01.07.2018)

Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2018 (2018 No 353)

(To commence on 01.07.2018 or otherwise as per clause 2)

Heavy Vehicle (Adoption of National Law) Amendment Regulation 2018 (2018 No 354)

(To commence on 01.07.2018 or otherwise as per clause 2)

Marine Safety Amendment (Fees) Regulation 2018 (2018 No 326)

(To commence on 01.07.2018)

Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2018 (2018 No 329)

(To commence on 01.07.2018)

Point to Point Transport (Taxis and Hire Vehicles) (Industry Adjustment) Amendment Regulation 2018 (2018 No 330)

(Commenced on 29.06.2018)

Ports and Maritime Amendment (Fees) Regulation 2018 (2018 No 331)

(To commence on 01.07.2018)

Road Amendment (Penalties for Speeding Offences) Rule 2018 (2018 No 333)

(To commence on 01.07.2018)

Road Transport (Vehicle Registration) Amendment (Heavy Vehicles) Regulation 2018 (2018 No 335)

(To commence on 01.07.2018)

Minister for Roads, Maritime and Freight

Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2018 (2018 No 334)

(To commence on 01.07.2018)

Roads Amendment (Penalty Notice Offences) Regulation 2018 (2018 No 336)

(To commence on 01.07.2017)

Legal Change – 'Changes in Acts and subordinate legislation and significant judicial decisions affecting the statutory body or the users of the services provided by the body.'

***Desane Properties Pty Limited v State of New South Wales* [2018] NSWSC 553**

(Supreme Court of New South Wales, 1 May 2018)

Transport for NSW was not among the Defendants in this proceeding but the judgment affects it as a NSW Government agency able to acquire land by compulsory process under the *Lands Acquisition (Just Terms Compensation) Act 1991*. It is in a similar position to the second respondent, Roads and Maritime Services.

The Supreme Court found a proposed acquisition notice given by Roads and Maritime Services to be of no statutory effect as it did not comply with the requirements of the *Lands Acquisition (Just Terms Compensation) Act 1991*.

Final orders were made on 18 May 2018 (*Desane Properties Pty Limited v State of New South Wales* (No 2) [2018] NSWSC 738).

An appeal was heard by the Court of Appeal in late June – early July 2018. Judgment was reserved.

***State of New South Wales v Le* [2017] NSWCA 290**

(Court of Appeal, 16 November 2017)

This was an appeal by leave from a judgment of the District Court of New South Wales *Le v State of New South Wales* [2017] NSWDC 38 (9 March 2017) in which Mr Le was awarded damages for false imprisonment in relation to his being stopped by a police officer and asked to produce his Opal card, which was a 'senior / pensioner' Opal card. Mr Le produced his concession card when requested but did not produce photo identification. He was detained for a brief period while his details were verified by radio call. The Court of Appeal found the police officer had an implied power to stop

and detain a person to allow 'evidence' to be produced and for the officer to be satisfied as to the entitlement to the concession card.

The District Court orders were set aside and the proceedings dismissed.

***Waters v Transport for NSW* [2018] NSWCATAD 40**

(Civil and Administrative Tribunal of New South Wales, 15 February 2018)

Mr Waters sought a review by the Civil and Administrative Tribunal New South Wales ('NCAT') of the conduct of Transport for NSW in the collection of personal information from users of seniors Gold Opal cards. Mr Waters argued that Transport for NSW contravened an information protection principle under section 8 of the *Privacy and Personal Information Protection Act 1998* by not enabling anonymous concession travel by seniors.

NCAT's decision was published on 5 February 2018. Transport for NSW's decision was set aside and it was ordered 'to refrain from the conduct in breach of Information Protection Principle 1 concerning any collection of personal information relating to travel movement history of the applicant in contravention of section 8(1)(b) of the Act.'

Transport for NSW lodged an appeal. NCAT's order was stayed until the appeal is determined. The appeal was heard by the NCAT appeal panel on 19 July 2018 and the decision was reserved.

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

Review of the proactive release program

The *Government Information (Public Access) Act 2009* (GIPA Act) provides an open and transparent process for giving the public access to information from NSW public sector agencies, and 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, as well as 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 Proactive Disclosure Committee for Transport cluster agencies has representatives from across the Transport cluster. The Committee holds quarterly meetings to discuss categories of information which can be considered for proactive release and to update the proactive disclosure program.

Number of access applications received

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	29	38	8	6	0	10	1	5
Private sector business	8	9	1	8	0	4	0	7
Not-for-profit organisations or community groups	1	0	0	1	0	0	0	0
Members of the public (application by legal representative)	7	9	4	7	0	1	0	6
Members of the public (other)	9	14	5	6	1	0	0	13

During the year, we received 279 access applications (including withdrawn applications, but not invalid applications).

Number of refused applications for Schedule 1 information

We refused 35 access applications in 2017-18 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*

*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*	0	2	0	1	0	0	0	3
Access applications (other than personal information applications)	61	87	26	30	1	20	1	32
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)	22
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	22
Invalid applications that subsequently became valid applications	9

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	21
Executive Council information	0
Contempt	11
Legal professional privilege	4
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	1
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	26
Law enforcement and security	4
Individual rights, judicial processes and natural justice	43
Business interests of agencies and other persons	40
Environment, culture, economy and general matters	3
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)	166
Decided after 35 days (by agreement with applicant)	68
Not decided within time (deemed refusal)	16
Total	250

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

Type of review	Decision		Total*
	Decision varied	Decision upheld	
Internal review	0	4	5
Review by Information Commissioner**	10	5	13
Internal review following recommendation under section 93 of Act	3	1	4
Review by NCAT	0	4	1

* The 'Total' is the number of reviews sought in the current financial year. 'Decision varied' and 'Decision upheld' records the outcomes of the review decisions made, during the current financial year, for reviews either sought in the current year, or that have carried over from previous financial years.

**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	21
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	13
Applicant-initiated transfers	7

Privacy and Personal Information Protection Act 1998

In accordance with section 33 of the *Privacy and Personal Information Protection Act 1998* (NSW) (PIIP 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 PIIP 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 PIIP 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 PIIP and HRIP Acts.

In 2017-18, we provided more than 140 pieces of advice to Transport for NSW business areas and Transport agencies on privacy compliance and best practice. We also prepared a Privacy Impact Assessment for the B-line commuter carpark program.

In February 2018, we updated and republished the Transport-wide Privacy Breach Response Guide to reflect changes made by the Australian Government's mandatory reporting legislation.

Transport received two applications for internal review under Part 5 of the PIIP Act. The application received on 14 March 2018 was finalised with a finding that no breach occurred. The other application received on 22 May 2018 was determined shortly after the close of the reporting period.

During 2017-18, Transport was a party to an appeal which concerns the application of section 8(1) of the PIIP Act. Judgment is reserved.

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.

Name	Objectives	Operations and activities	Performance measures and targets
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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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.

Name	Objectives	Operations and activities	Performance measures and targets
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.	<p>Key performance measures and targets for Roads and Maritime Services are:</p> <ul style="list-style-type: none"> • 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.

Name	Objectives	Operations and activities	Performance measures and targets
Transport for NSW	<p>The objectives of Transport for NSW are:</p> <ul style="list-style-type: none"> 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. 	<p>Transport for NSW has the following general functions:</p> <ul style="list-style-type: none"> 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. 	<p>Key performance measures and targets for Transport for NSW are:</p> <ul style="list-style-type: none"> 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 (Transport), which cannot directly employ staff, to undertake its functions.


The Transport Service directly employs staff for Roads and Maritime Services (RMS), State Transit (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 2018.

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 2018.



Transport for NSW

18 Lee Street Chippendale NSW 2008

Executive Reception

Monday to Friday 8.30am to 5.30pm
Ph: (02) 8202 2200 Fax: (02) 8202 2209
TTY (Teletypewriter service for hearing and
speech impaired customers): (02) 9268 2244

Postal address PO Box K659
Haymarket NSW 1240

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