

Transport for NSW

Annual Report



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19

Volume 1

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Letter to Ministers

The Hon. Andrew Constance MP
Minister for Transport and Roads

The Hon. Paul Toole MP
Minister for Regional Transport and Roads

Parliament House
Macquarie Street, Sydney NSW 2000

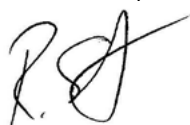
Dear Ministers

I am pleased to submit for presentation to Parliament the Annual Report for the Department of Transport for the financial year ended 30 June 2019.

The annual report for the Department of Transport includes the annual report for Transport for NSW for the financial year ended 30 June 2019.

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

From the Secretary





NSW Transport State Transit



This year has been a significant one for Transport as we continued delivering on our commitment to create a connected transport network for our customers that will make NSW a better place to live, work and visit.

Delivering better transport for customers

Sydney Metro North West opened to passengers, offering a new generation of fast, safe and reliable turn-up-and-go train services. Customers and communities embraced Metro with an overall customer satisfaction rating of 95 per cent. Tunnel boring machines were at work throughout the year, deep under the city excavating the tunnels that will link North West Metro from Chatswood to Bankstown.

Expansion of Light Rail across NSW continued. Newcastle Light Rail began operations in February, and the first tram in 61 years travelled up George Street to Town Hall as part of Sydney Light Rail night-time testing. Contracts were signed for Stage 1 of Parramatta Light Rail which will connect Westmead and Carlingford to the Parramatta CBD once completed.

To meet increasing customer demand, 24 of the 41 new Waratah Series 2 trains were brought into service, with non-air-conditioned trains now removed from the suburban network.

Permanent on-demand services were launched for commuters in Sydney's north-west following successful trials, providing new connections for customers to Sydney Metro stations. More than 55,000 passengers have used the newly permanent on-demand services in Burwood, Mortlake, Cabarita, Newington and Rhodes.

Technology and innovation

Transport for NSW is Australia's leader in contactless payments. The rollout of this technology, which enables customers to tap a credit/debit card or linked device to pay for their transport fare, was expanded to

all train, light rail and ferry services during the year with the rollout to 5200 buses in our fleet to be completed in 2019.

Trials of connected and automated vehicles to improve safety and mobility options for customers continued in 2019 in partnership with industry. The trials contribute to the development of the regulatory, policy and safety frameworks required for connected and automated vehicles in the future.

Growing our road network

In Sydney, we focused on completing the links in our motorways and road network. As greater Sydney grows and develops into a metropolis of three cities, transport solutions will also change, enabling people to travel to work and access critical services and public spaces in less than 30 minutes.

We are reducing congestion for western Sydney motorists by joining the new M4 and M5 in a continuous motorway with tunnels, creating a western bypass of Sydney's CBD. The new M4 tunnels, part of WestConnex, opened to motorists and enables drivers to avoid 22 sets of traffic lights on Parramatta Road, and shave around 20 minutes off journey times into the CBD.

We've worked hard completing regional road projects across the state to deliver significant improvements in safety, journey reliability and supporting regional economies. This included works on the Princes Highway upgrades which is transforming communities in the south-east of the state, through the completion of the Dignams Creek project south of Narooma and commencing construction on the Albion Park Rail bypass, the Berry to Bomaderry upgrade and the Batemans Bay bridge replacement.

Connecting regional and rural NSW

We worked to deliver better connections and more public transport options between regional centres, including a coach trial between Port Macquarie to Tamworth and Tamworth to Dubbo. Further community consultation on new coach services across NSW is planned.

For the first time, customers in rural and regional areas benefitted from on-demand public transport services thanks to 11 new pilot programs, we also conducted trials of connected automated vehicle in Armidale and Coffs Harbour. We launched the Transport Connected Bus Program which provides rural customers with real or near real-time information, including location and estimated arrival times.

Replacement of the ageing NSW regional rail fleet commenced, improving safety, comfort, accessibility and reliability for customers who travel long distances through regional centres. In support of this new fleet, we are building a new maintenance facility at Dubbo which will stimulate the regional economy and help create sustainable job opportunities and skills in this regional centre. We continued working towards delivering the New Intercity Fleet for our intercity customers which will provide a new level of comfort and convenience for the thousands of customers who travel between Sydney and the Central Coast, Newcastle, the Blue Mountains, and the South Coast.

Creating vibrant communities and places across the state

The *Future Transport 2056* planning process continued with the development of new supporting plans in partnership with government, industry and communities to ensure transport will deliver positive economic, social and environmental outcomes for NSW.

For the first time Transport partnered with local councils and communities to co-design 'place plans' in Liverpool, Penrith, Wagga Wagga, Coffs Harbour and Maitland. These integrated transport and land-use plans set out a shared vision for each place and detail the transport services and infrastructure that will help achieve that vision.

Maintaining our focus on safety

The safety of our customers, communities and people remained one of our highest priorities as we work towards the Future Transport vision of zero trauma on the transport network by 2056.

More than \$120 million was invested in safer roads infrastructure improvements to save lives on country roads and create liveable and safe communities in urban areas. An additional 162 rural and regional buses were fitted with seat belts and four more railway level crossings were upgraded to improve safety.

The NSW Government passed regulatory reforms during the year to strengthen detection, enforcement and penalties associated with drink driving, driving under the influence of drugs and using mobile phones when driving.

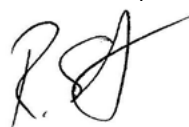
While there was a five per cent reduction in the total number of fatalities on NSW roads over the 12 months to June 2019 compared to the previous 12 months, 367 people still lost their lives – that's 367 friends, family members and colleagues from our communities. Our focus and commitment firmly remains on ensuring a safer network for all road users and on decreasing the number of fatalities and serious injuries.

Evolving our organisation to deliver Future Transport

Our challenge is to deliver the *Future Transport 2056* vision in the context of a growing population, increasing patronage and demand, technology-driven disruption, new transport service models, and changing customer expectations. To meet those challenges Transport needs to evolve and do things differently.

In April 2019, the NSW Government announced the most significant changes to the clusters since their creation in 2011. Transport for NSW is focused on how we drive further improvement in customer and community outcomes. That's why we've embarked on the 'Evolving Transport' program. We are making important changes to the way we operate and we are working differently together, we will be smarter with taxpayer's money, and we will support our people and ensure they have the right capability.

This major resetting of the Transport cluster is incredibly exciting and will build a strong foundation for us to deliver *Future Transport 2056* in the coming years.



Rodd Staples
Secretary

About this report



The Transport for NSW Annual Report 2018–19 provides an overview of our achievements during the 2018-19 financial year.

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

The structure of the report is as follows.

About us

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

We provide a comprehensive set of financial statements in Volume 2 of this report.

Achievements

This chapter presents our key achievements for the year aligned to our priorities, including *transforming transport, delivering every day* and *leading innovation*.

Corporate governance

This chapter sets out our key corporate management functions.

Appendices

We report on our statutory obligations in the following sections:

- management
- finance
- human resources
- legal.

Volume 2

This volume contains the audited financial statements and Independent Auditor's Report for the following entities:

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

About us





Transport for NSW

About transport

Every day, millions of people use different forms of transport, be it private or public, car, active transport, bus, train or ferry. Our transport system serves our State's almost 8 million residents, 800,000 businesses and 30 million visitors each year.

Transport is critical to the future of NSW and the wellbeing of the community. Transport gets us to work, school and the services we need. It connects us to each other and to the great social, cultural and leisure activities that NSW has to offer. Transport moves the products we use every day, helps 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 to live, work and visit.

Ministerial arrangements for Department of Transport

The Department of Transport is the principal department in the NSW Transport cluster. Its role for the financial year ended 30 June 2019 has been to provide personnel services to Transport for NSW.

Change to Ministerial arrangements in 2019

Following the NSW election in March 2019, the NSW Premier announced her new ministry. At the same time, the Premier foreshadowed changes to the structure of NSW Government agencies and clusters. Under the new ministerial arrangements for the Transport cluster, The Hon. Andrew Constance MP was announced as the Minister for Transport and Roads, and The Hon. Paul Toole MP was announced as the Minister for Regional Transport and Roads. Previously, the Transport cluster supported the Minister for Transport and Infrastructure, the Minister for Roads, Maritime and Freight, and the Minister for WestConnex.

Evolving Transport

In April 2019, we launched the Evolving Transport Program, a customer-centred change program. Evolving Transport builds on the success of the Transport cluster and will enable us to drive better customer and community

outcomes, putting a stronger focus on creating better services for people across NSW. To do this we will work differently together, be smarter with taxpayers' money and ensure we focus on improving the experience of our people. A major change announced as part of the new operating model was the integration of functions across Transport for NSW and Roads and Maritime Services (RMS) from 1 July 2019.

Transport for NSW

Transport for NSW was established in November 2011 and 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, resource allocation and other non-service delivery functions for all modes of transport in NSW. These include road, rail, ferry, light rail, point to point, on-demand services, regional air, community transport, cycling and walking. We are the main source of advice on portfolio matters to the Minister for Transport and Roads and the Minister for Regional Transport and Roads.

We focus on improving our customers' experience by contracting public and private operators to deliver customer-centric transport services on our behalf. This means transport operators can concentrate on delivering the highest standard of services to customers.

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

During 2018-19, we focused on delivering new infrastructure with a multi-billion dollar investment program, growing public transport services and networks, and providing excellent customer service. We worked in partnership with other transport agencies and industry partners to maintain NSW's \$158 billion portfolio of transport assets.

Our structure

During 2018-19, the internal structure within Transport for NSW underwent a number of reforms. At the end of June 2019, there were seven divisions, as well as the Point to Point Transport Commission. We included Safety, Environment and Regulation as an eighth division on 1 July 2019.

From 1 July 2019, we introduced a new operating model. This aimed to provide better integrated service delivery across all transport modes, with a stronger focus on creating better places for people across NSW in urban and regional areas. Our new divisions are:

- Customer Strategy and Technology
- Regional and Outer Metropolitan
- Greater Sydney
- Infrastructure and Place
- Safety, Environment and Regulation
- People and Culture
- Corporate Services
- Office of the Secretary
- Point to Point Transport Commission.

What we do at Transport

Customer Strategy and Technology

Customer Strategy and Technology develops long-term strategy across greater Sydney and regional areas, and leverages new technology and insights to provide more integrated customer-centred solutions.

Regional and Outer Metropolitan

Regional and Outer Metropolitan focuses on understanding the particular needs of regional and outer metropolitan communities across NSW and delivers customer-centred integrated transport services and infrastructure.

Greater Sydney

Greater Sydney integrates transport modes to deliver better services, infrastructure and places to meet the transport needs of the communities that make up Greater Sydney – Eastern Harbour City, Central River City (Parramatta) and Western Parkland City.

Infrastructure and Place

Infrastructure and Place is responsible for planning, developing and delivering transport infrastructure that capitalises on commercial and social opportunities to help develop liveable, vibrant places for the community.

Safety, Environment and Regulation

Safety, Environment and Regulation promotes the safety of our customers, community, staff and supply chains, sustainability outcomes and environmental compliance, through research, policy, standards, education, monitoring and enforcing. They also ensure

appropriate asset standards relevant to all transport modes, and an outcomes-based approach to regulatory activities.

People and Culture

People and Culture partner to drive workforce solutions that align to business outcomes and support our people to thrive.

Corporate Services

Corporate Services drives financial management and organisational efficiency through the development, implementation and continuous improvement of business systems and processes, to improve the people experience across the cluster.

Office of the Secretary

The Office of the Secretary is responsible for providing timely expert executive and professional support to the Secretary, as well as a range of services, including general business and Cabinet support, audit and risk, and corporate planning and reporting.

Point to Point Transport Commission

The Point to Point Transport Commission administers and enforces legislation relating to taxis, hire vehicles and ride share services. Its remit includes managing licensing schemes, administering the passenger service levy, and enforcing and recommending safety standards for the point to point industry to ensure safer services for people across NSW.

Organisations in the Transport cluster

The Department of Transport is the principal department 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 New South Wales
- Rail Corporation New South Wales (RailCorp)
- Sydney Ferries
- Sydney Metro
- Residual Transport Corporation of New South Wales.

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

Our purpose is to make NSW a better place to live, work and visit.

We lead the development of safe, integrated and efficient transport systems for the people of NSW. Our customers are at the centre of everything that we do, including transport planning, strategy, policy, procurement and other non-service delivery functions across all modes of transport – roads, bus, rail, ferry, light rail and point to point.

Our initiatives and programs are guided by our purpose and accountabilities, the Premier's Priorities, the Charter Letter, delivering on our election commitments, and the *Future Transport 2056* strategy.

Our values

We are building a culture where all employees are valued, inspired and supported. It is 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. Our values are central to everything we do.

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

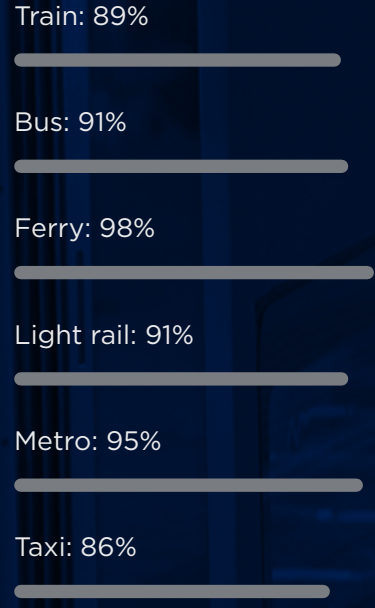
We deliver sustainable and innovative solutions to NSW's transport needs



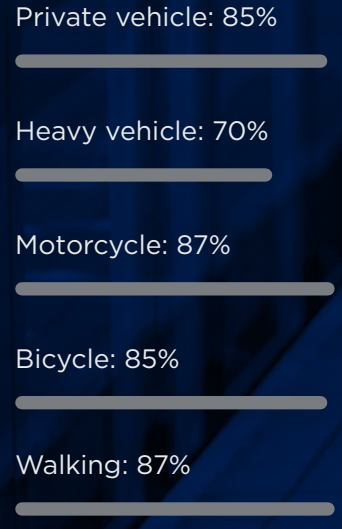
Operational performance



Customer satisfaction with public transport



Customer satisfaction with roads





On time running/ punctuality

Sydney Trains: 91%



NSW Trains (Intercity): 89%



Metropolitan buses
overall: 95%



Harbour City Ferries: 99%



Light rail: 96%



Patronage on public transport

Train: 424,051,639

Metro: 2,002,708

Bus: 349,072,410

Ferry: 16,073,858

Light rail: 11,119,982



Journey time reliability on roads

Peak travel on key routes
is on time: 91%

Operational performance



Road fatalities

- **4.6** per 100,000 population



Freight

- NSW bulk imports and exports: **180 million tonnes**
- NSW container imports and exports: **17.1 million tonnes**
- Total exports and imports respectively each: **1.3 million TEU***
- Total throughput volume at Port Botany: **2.6 million TEU***

*Twenty-foot equivalent units





Diversity & inclusion

- Women in leadership: **33.74% across TfNSW**
- Aboriginal employees: **1.5% across TfNSW**



Active transport

- **1.1 billion** customer journeys were made on foot in NSW, comprising **510 million** 'walking only' trips and **600 million** walking trips associated with a public transport journey
- **86 million** customer transport journeys were made by bicycle in NSW
- **1.03 million** NSW residents ride a bicycle each week, and **2.63 million** ride a bicycle at least once a year



Employee engagement survey result

- Transport for NSW staff engagement: **64%**



Digital impressions

- Visits to **transportnsw.info**: **56 million**
- Trip plans: **180 million** trip plans using **transportnsw.info**, Opal Travel App or a Transport bot to plan a public transport trip in NSW
- Visits to **transport.nsw.gov.au**: **2.2 million**
- Social media: Facebook/Twitter (Transport cluster)
Facebook likes **768,241**
Twitter followers **374,917**
- Active users of Transport bot on Facebook, Twitter, Alexa, Google: **148,763**
- Active users of Opal Travel app: **812,000 per month**

Key facts



Employees

- Approximately **3966** people work for Transport for NSW
- More than **26,821** are employed across the Transport cluster
- There are approximately **341** locations across NSW



Planned infrastructure investment

- **\$55.6 billion** for road, public transport and freight infrastructure in Sydney and regional areas over the four years from 2019-20 to 2022-23

WestConnex artist impression



Accessible services, stations and wharves

- **91%** of train trips in 2018-19 began at a train station that was wheelchair accessible*
- **95%** of ferry trips in 2018-19 began at a ferry wharf that was wheelchair accessible



Registered vehicles

- As of 30 June 2019, there were **6,644,402** registered vehicles

* Based on stations within the Opal network, including Sydney Trains and NSW TrainLink stations extending to Scone and Dungog in the north, Bathurst in the west, Goulburn in the south-west and Bomaderry in the south.

Assets



\$158
billion
in network
assets



Over
8100
buses



Approx
18,000
kilometres
of state road



Approx
9400
kilometres
of nominal
standard gauge
rail across NSW,
of which 6,400
kilometres is
operational rail



Over
2200
train
carriages



Approx
400
stations
and
stops



Over
100
wharves
and
jetties



34
ferries



18
light rail
vehicles



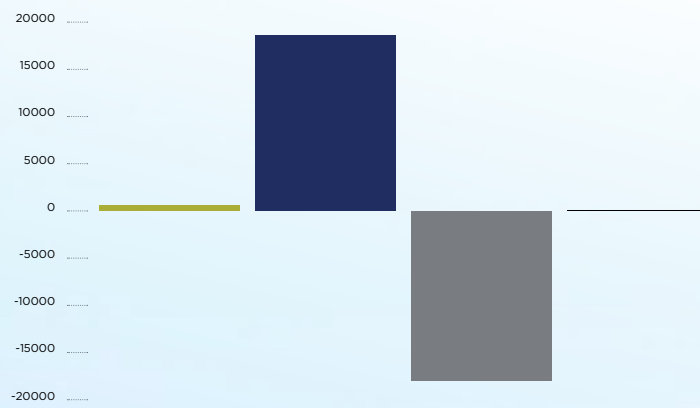
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Metro
vehicles

Financial performance

Key figures

Transport for NSW's net result for the year ended 30 June 2019 was \$0.6 billion [2017-18:\$3.5 billion]. Transport for NSW received revenues of \$18.6 billion, while total expenses of \$18.0 billion were incurred in operations, depreciation, grants and subsidies, financing costs and other expenses.

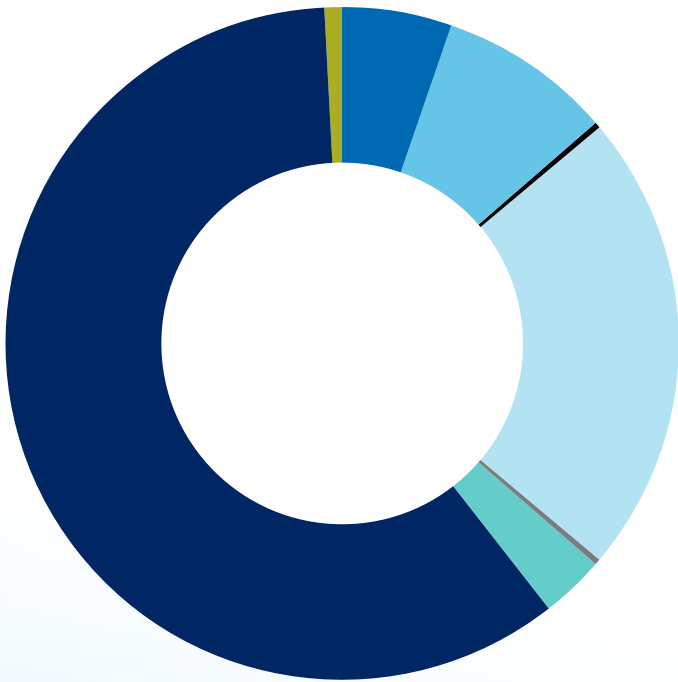
Other comprehensive income for the year of \$0.5 million includes loss in commodity swaps and foreign exchange of -\$0.3 million and an increase in the asset revaluation surplus of \$0.8 million.



FY2018-19 (\$millions)

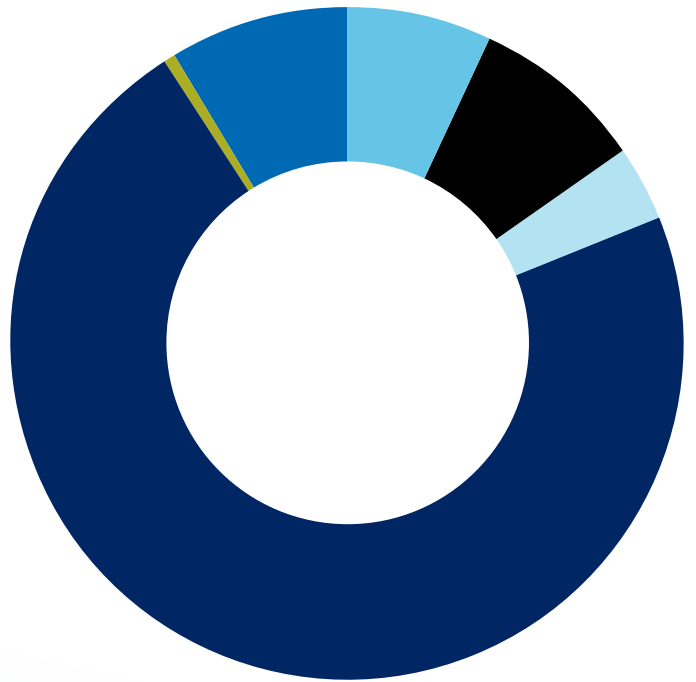
■ Net Result: 619	■ Expenses: -17,953
■ Revenue: 18,603	■ Other comprehensive income: 0.5





Revenue (\$millions)

- Capital appropriations: **1027**
- Major rail project revenue: **1528**
- Resources received free of charge: **35**
- Grants and contributions: **4146**
- Investment revenue: **24**
- Sales of goods and services: **550**
- Recurrent appropriations: **11,141**
- Shared and corporate services revenue: **152**
- Total: 18,603**



Expenses (\$millions)

- Operating expenses: **1262**
- Major rail project expenses: **1528**
- Depreciation and amortisation: **605**
- Grants and subsidies: **12,952**
- Finance costs: **85**
- Other expenses including service contract payments: **1521**
- Total: 17,953**



Achievements





Transforming transport

We are committed to developing and transforming the NSW transport system by using new technologies and building strong relationships with industry partners and private operators to get the most out of our transport assets.

More Trains, More Services

Sydney's population is growing and the rail network is one of the busiest in the Southern Hemisphere with a record 400 million trips per year. There has been unprecedented customer demand, with rail patronage increasing by 30 per cent over the last five years.

To meet increasing customer demand, the NSW Government is investing more than \$4.3 billion in the More Trains, More Services Program that started in early 2016. The program will simplify the rail network and create high-capacity, turn-up-and-go services for customers. The program includes:

- 24 new Waratah Series 2 trains that began operating passenger services in 2018-19, with 17 more to follow. These 41 new trains on the suburban network will spend less time in maintenance and more time on the tracks
- Removal of non-air-conditioned fleet (S sets) from the timetable in 2018-19 as the Waratah Series 2 trains were deployed

- Upgraded rail infrastructure allowing our complex network to operate at an even greater capacity, including better signalling systems, power supply upgrades and station improvements in 2018-19. This included the completion of 34 overhead wiring upgrades, 10 DC feeder upgrades, 22 inter-trip protection system installations and one AC feeder upgrade.

Improvements were made to the train network in September 2018 to keep customers moving while the railway between Epping and Chatswood was upgraded to metro standards.

More than 150 weekly services were added, including more services for stations north of Chatswood on the T1 North Shore Line and double the number of express trains running to and from the Sydney CBD via Strathfield during the peak for Central Coast customers.



One of the 41 new Waratah Series 2 trains

Customers from Normanhurst to Cheltenham travelling to and from Central at peak times benefitted from time savings of 20 minutes each day by catching limited stop T1 Northern Line services via Strathfield.

From 28 April 2019, service adjustments were made to the network including more than 70 extra services to accommodate the introduction of Sydney Metro. More services were delivered on the T1 North Shore Line, with a service from Chatswood to the City every three minutes in the morning peak. The program delivered a highly-targeted communication strategy that supported the changes and encouraged customers to plan their trip on transportnsw.info.

Bus service adjustments and patronage growth

We delivered key enhancements to bus services during 2018–19, resulting in about 7000 additional weekly services introduced across the bus network, including:

- More than 1000 additional weekly services to support the opening of the new Northern Beaches Hospital in Frenchs Forest, with two new routes and enhancements to some existing routes introduced to connect surrounding areas with the new hospital in September 2018
- Service initiatives introduced in the eastern suburbs, in conjunction with the upgrading of Route 333 between North Bondi, Bondi Junction and the City, to provide a turn-up-and-go service for customers travelling along this busy corridor, seven days and nights a week. Improvements to Route 333 and changes to other local services now provide a more integrated transport network around the Bondi area
- More than 1500 additional weekly bus services were introduced to support customer access to Sydney Metro stations in Sydney's north-west, along with two new on-demand services
- Improvements made to bus services around the Zetland, Green Square and Mascot areas in December 2018, resulting in increased frequency and improvements to key services, providing new or improved connections to Green Square and Redfern stations. This was in addition to wider service adjustments introduced at the same time in the inner west, upper north shore and southern suburbs, with changes delivering

new or enhanced links, supporting more reliable journeys and reflecting changes in customer demand

- Additional services across the network to reflect customer demand in areas such as Lane Cove, Parramatta, Epping, Hornsby and Wentworth Point, as well as new routes in the growing south-west and north-west of Sydney. New overnight services on key corridors such as Routes 400N and 420N between Burwood, Sydney Airport and Bondi Junction were also introduced.

Bus patronage continues to grow across the network, increasing by around 5.1 per cent in 2018–19.

Newcastle Light Rail

Newcastle Light Rail was part of the \$650 million program to revitalise Newcastle's city centre. The Newcastle Urban Transformation and Transport Program focused on the city and the waterfront, delivering better transport connections for customers and communities.

Major construction finished in late 2018, and services began operation in February 2019.

The key benefits of the project are:

- the provision of six stops: Newcastle Interchange, Honeysuckle (near TAFE), Civic, Crown Street, Queens Wharf and Newcastle Beach
- high-frequency turn-up-and-go services during peak times, which are designed to help reduce traffic congestion
- capacity to transport 1200 people per hour.

Transport for NSW worked closely with Newcastle Transport on behavioural campaigns, promoting the safe use of the network, maintaining the existing customer base and growing the use of the light rail.

Working across all transport modes, Transport for NSW provided advice and input on marketing campaigns relating to safety, patronage growth and network review. Insights and knowledge gained through implementation of programs in Sydney were shared with Newcastle Transport.

Parramatta Light Rail

The \$2.4 billion Stage 1 of the Parramatta Light Rail will connect Westmead to Carlingford via the Parramatta CBD and Camellia. The new light rail network will span 12 kilometres, with 16 stops, connecting destinations, jobs and communities, and offering turn-up-and-go services every 7.5 minutes on weekdays (between 7am and 7pm).

As part of the Parramatta Light Rail Program, Transport for NSW will also deliver a five-kilometre active transport link, new bridges and road network upgrades.

In late 2018, we secured two major contractors to deliver the project:

- The \$840 million infrastructure works contract to build the light rail system was awarded to Downer and CPB Contractors in a joint venture
- The \$536 million supply, operate, maintain contract was awarded to the Great River City Light Rail consortium consisting of Transdev and CAF Rail Australia.

Early and road-enabling works on Stage 1 are in progress, with major light rail construction to begin in early 2020.

More jobs will be created when construction starts, with Stage 1 expected to generate around 5000 direct and indirect jobs.

In the 2019-20 NSW Budget, the Parramatta Light Rail project received \$561 million for Stage 1 and \$2 million for planning Stage 2.

Parramatta Light Rail is on track to commence services in 2023.

Sydney Light Rail (CBD and South East)

The CBD and South East Light Rail is a new light rail network for Sydney, currently under construction. The 12-kilometre route will feature 19 stops, extending from Circular Quay along George Street to Central Station, through Surry Hills to Moore Park, then to Kensington and Kingsford via Anzac Parade, and Randwick via Alison Road and High Street.

In June 2019, light rail marked a historic moment in the CBD with the first tram in 61 years travelling up George Street to Town Hall as part of night-time tram testing. Daytime tram testing also commenced across the full length of the Randwick to Circular Quay line.

The key benefits of the project are:

- A combined bus and light rail network will significantly improve public transport access to major sporting and entertainment facilities at Moore Park and Randwick as well as the University of NSW, TAFE and health precincts
- Additional special event services will provide extra capacity for major events
- Light rail will provide reliable, efficient, turn-up-and-go public transport, with services every four minutes between CBD and Moore Park, and every eight minutes to and from Randwick and Kingsford between 7am and 7pm
- Every light rail vehicle set will carry up to 450 people (up to nine standard buses) with a capacity of up to 13,500 passengers per hour (6750 in each direction).

The CBD and South East Light Rail is expected to begin services from Randwick to Circular Quay in December 2019 and between Kingsford and Circular Quay in March 2020.



Newcastle Light Rail turning up at Queens Wharf stop

Faster Rail

In December 2018, the NSW Government committed to preparing a Fast Rail Strategy to provide a blueprint to grow regional economies through better connectivity between regional centres, and from cities and international gateways. Transport for NSW has been working in partnership with the Department of Premier and Cabinet on the development of the strategy.

Planning work is now underway for the first phase of the Fast Rail Network, with an initial \$295 million committed over four years by the NSW Government to undertake site investigations and planning work and commence construction. This includes:

- an improved alignment north of Mittagong
- duplication between Berry and Gerringong
- initial investigations for a new alignment between northern Sydney and Woy Woy
- planning work to improve the route to and within the Central West.

This work builds on the development of a business case for the Sydney to Newcastle corridor in consultation with the Commonwealth Government and corridor investigations into the Sydney to Canberra route.

These early works and corridor investigations will consider opportunities for staging, and ensure that each improvement for regional customers is a step towards the vision for a fast-rail future.

New Intercity fleet

An outcome of many years' work, this project will deliver a new fleet of state-of-the-art intercity trains. These trains will provide a new level of comfort and convenience for the thousands of customers who travel between Sydney and the Central Coast, Newcastle, the Blue Mountains, and the South Coast.

In February 2019, we ordered an additional 42 carriages (bringing the total order to 554). This means that eight-car train services for peak hour on the South Coast Line will increase to ten-car train services, providing extra capacity for customers in the future.

During 2018–19, we:

- completed detailed design of trains
- completed commissioning and stabling facility modifications
- continued construction of the maintenance facility
- continued station and signalling enabling works

- completed initial investigation and civil works on the Blue Mountains Line.

The first of these 55 trains will arrive in the 2019–20 financial year.

To service and maintain the new fleet, a purpose-built train maintenance facility is being built at Kangy Angy. The facility includes offices, amenities, staff parking and ancillary buildings as well as flood-free access for local residents via a new bridge.

The maintenance facility will create sustainable employment, skills development and business opportunities on the Central Coast during both construction and operation.

The project has already created more than 300 local jobs. An electrical and plumbing pre-apprenticeship program will give local young people the opportunity to experience a trade and learn valuable skills, with the aim of leading to employment in the ongoing operation of the maintenance facility.

The key benefits of the project will be:

- improved safety, accessibility, comfort and modern features for customers on the electrified intercity network
- two-by-two seating, digital screens and announcements, charging stations for mobile devices, and dedicated space for luggage, prams, bicycles and wheelchairs
- better on-board technology to improve safety and security, including fire detection technology, internal emergency door release, better lighting, and automatic selective opening doors, which ensures that only the doors on the platform open
- improved accessibility of the new fleet, which will open up the intercity network for people with disabilities and mobility constraints, providing better connections to places, access to services, and opportunities for employment, education, business and enjoyment.

New regional fleet

This project will provide new trains that are safer, more comfortable and deliver improved reliability for customers who travel from Sydney to many regional centres in NSW, as well as Canberra, Melbourne and Brisbane.

During 2018–19, we continued working to replace the ageing regional rail fleet of XPT, XPLOER and Endeavour trains. We also commenced early work on a new purpose built maintenance facility to service the fleet in Dubbo. Approximately 200 jobs, including apprenticeships and traineeships

will be created during the construction phase of the maintenance facility in Dubbo, stimulating regional economies.

During 2018–19, we continued delivering the project phases, including:

- tender evaluation by a cross-government procurement team and the first ranked bidder endorsed by NSW Government
- contract finalisation, contract award and financial close completed on time in line with the NSW Government commitment
- delivery phase project mobilisation and co-location with the supplier, Momentum Trains, completed in June 2019.

The total budget for the project is \$2.8 billion. This includes a capital cost of \$1.26 billion for the new fleet, the new maintenance facility in Dubbo, some minor network enabling works and project costs, as well as recurrent costs associated with maintenance services for the first 15 years.

The first new trains are expected to be running from 2023, with the full fleet coming into service progressively.

NSW TrainLink will continue to operate regional rail and coach services.

Future Transport 2056

Future Transport 2056 is an overarching strategy, supported by a suite of plans, to achieve a 40-year vision for our transport system.

The following plans were released during 2018–19 as part of *Future Transport 2056*.

Future Transport 2056 Electric and Hybrid Vehicles Plan

This plan, released in January 2019, sets out policies and actions to prepare NSW for the transition to electric vehicles, and to encourage and support that transition. The plan's development involved input from 11 other government agencies and industry partners, and addressed three priority areas: availability of electric vehicles, charging points and customer information.

The plan includes actions to support the installation of fast charging points in regional NSW as well as providing chargers in commuter car parks in the Greater Sydney Metropolitan Area. Transport for NSW is currently seeking to provide seed funding and partner with industry, local government and community organisations to co-deliver this charging infrastructure over the next three financial years starting in 2019–20.

Maritime Infrastructure Plan

The Maritime Infrastructure Plan, released in December 2018, is a collaborative initiative with the now Department of Planning, Industry and Environment to improve how maritime infrastructure is funded and delivered in NSW. The plan establishes a more strategic, coordinated and evidence-based approach for funding and delivering maritime infrastructure through a number of programs, such as Boating Now. It seeks to maximise benefits to recreational boating and fishing, commercial fishing and aquaculture industry, and tourism. The plan also aims to better align with wider NSW Government priorities, reduce red tape and give industry greater confidence and certainty in how the NSW Government will invest in maritime infrastructure across NSW.

Future Transport Tourism and Transport Plan

The Future Transport Tourism and Transport Plan, released in October 2018, outlines how Transport for NSW will play its part in achieving the NSW Government's visitor economy targets to develop the \$34 billion industry into a \$55 billion industry by 2030.

The plan recognises the important role that a good transport network will play in achieving this by supporting the visitor economy through better connectivity, easier integration of ticketing across different transport modes, technology to provide better and more consistent messaging, and infrastructure investment for fleet and facility upgrades.

The Tourism and Transport Plan identifies potential opportunities across the industry for further investigation.

Greater Newcastle Future Transport Plan

This plan, released in September 2018, is an evidence-informed place-based plan that identifies key transport services, policy and infrastructure initiatives for investigation within the Global Gateway of Greater Newcastle, comprising the five local government areas of Cessnock, Lake Macquarie, Maitland, Newcastle and Port Stephens.

The plan identifies opportunities to improve connectivity for our customers to, from and within strategic centres, urban renewal corridors, growth areas and catalyst areas identified in the then Department of Planning and Environment's Greater Newcastle Metropolitan Plan.

The plan, developed to support the Greater Newcastle Metropolitan Plan 2036, is informed by the government's *A 20-Year Economic Vision for Regional NSW*.

NSW Freight and Ports Plan

The NSW Freight and Ports Plan 2018–2023, published in September 2018 takes a full end-to-end and integrated supply chain approach to planning our freight system and to delivering for our freight customers in NSW. The NSW Government has set firm targets to achieve faster, more efficient and higher-capacity freight networks to remain competitive, support jobs and deliver economic growth across NSW.

In Greater Sydney, the freight task is expected to grow by 50 per cent over the next 20 years. The dominant commodities are manufactured goods, construction materials, consumer goods and waste. Large numbers of smaller deliveries are also important to the overall supply chain, such as deliveries between small businesses and consumers that are driven by e-commerce, which is expected to grow significantly. Each city in the Metropolis of Three Cities (Eastern Harbour, Central River City (Parramatta) and the Western Parkland City) envisaged by the Greater Sydney Commission will have its own unique identity and must be planned to maximise liveability, productivity and sustainability.

In regional NSW, the freight task is expected to grow by 12 per cent over the next 20 years. The dominant commodities are coal, grain, steel, forestry products and other agricultural produce. As the global marketplace becomes more competitive, it is critical our supply chains and freight networks are the most efficient possible. Our goal is for NSW farmers, manufacturers and miners to make use of the significant opportunities presented by new and emerging markets.

Our aim is to deliver freight policy and infrastructure more effectively and efficiently by using data to spur innovation and economic growth. Publishing freight data supports evidence-based policy, improves transparency and accountability, and provides a platform for innovation.

In September 2018, to allow our freight customers to plan for freight, we published a freight data page, which includes the Strategic Freight Forecasts and the Freight Performance Dashboard. The data can be used as one tool to complement our freight stakeholders' own insights with the aim of driving evidence-based investment decisions. The Strategic Freight Forecasts will increasingly enable our freight stakeholders to drill down on the movement of different commodities in different areas and plan for the increase of the freight task 40 years into the future.

Planning for places

We are committed to developing *place plans* for key places in greater Sydney and regional NSW, which has commenced with the release of the *Future Transport 2056* Greater Sydney and Regional NSW services and infrastructure plans.

Place plans are integrated transport and land-use strategies that are developed in partnership between Transport for NSW and local councils. They seek to develop a shared, 20-year vision for a place, and identify opportunities for implementing the transport services and infrastructure required to achieve that vision.

Place plans apply Transport's 'Movement and Place Framework' to improve the function of transport corridors and to enhance the amenity of places.

Work on place plans commenced during 2018–19 in a number of locations in Greater Sydney, and outer metropolitan and regional NSW, including Liverpool, Penrith, South East Sydney, Wagga Wagga, Port Macquarie, Coffs Harbour and Maitland. The plans are being developed using co-design principles, and levels of engagement have been positive. To date, a number of workshops have been held in each place with local councils, the Transport cluster, state agencies and a variety of other stakeholders.

Shaping the Western Parkland City

Transport for NSW contributes to the planning of a connected, liveable and sustainable Western Parkland City. In 2018–19, in consultation with local government, we started to investigate integrated transport and delivery options for a full North South Rail Link from Schofields to Macarthur, and a South West Rail Link to connect Leppington to the Western Sydney Airport, via an interchange at the Aerotropolis.

The business case also considers developing an East West rail link from Greater Parramatta to the Aerotropolis via Western Sydney Airport. This rail link complements the other rail lines identified in the Western Sydney City Deal. The Western Sydney City Deal is a 2018 partnership between the Australian Government, NSW Government and eight local governments. It sets out to deliver on a vision of the Western City, supported by the construction of the new Western Sydney Airport that will connect the region and the people of Western Sydney to the world.

We have committed to establishing rapid bus services from the metropolitan centres of Penrith, Liverpool and Campbelltown to the Western Sydney Airport before it opens in 2026, and to the Aerotropolis. These are being planned and evaluated in consultation with local councils.

The proposed network of rail and bus services will make public transport a viable alternative to using the car for residents of the Western Parkland City.

Customer reforms

During 2018-19, amendments to legislation and regulations were progressed to improve road safety outcomes and increase customer satisfaction. These include:

- ongoing trials of an electronic version of the NSW driver licence in selected eastern suburbs of Sydney, Albury and the greater Dubbo area. The NSW Digital Driver licence is expected to be deployed state-wide in late 2019
- a 40 per cent reduction in registration charges for most caravans and camper trailers as part of the government's ongoing commitment to reducing the cost of living
- the Toll Relief Program being introduced to ease the cost of living for frequent NSW toll road users. This provides one free 12-month vehicle registration to owners of privately registered vehicles who have spent \$1300 or more on tolls in the previous financial year (an average of \$25 a week). From 1 July 2019, owners of privately registered vehicles who have spent \$780 or more during the previous financial year (an average of \$15 a week) will be eligible for half-price registration
- reshaping the Roads Regulation 2018 ensured that the use of the roads and related infrastructure in NSW is managed effectively including the use of tollways and associated payment of tolls and charges, provision of offences relating to the protection of roads, traffic and public safety, and offences under the *Roads Act 1993* for which penalty notices may be issued
- the Written-off Heavy Vehicle Register was launched in December 2018 to improve road safety and reduce the incidence of heavy vehicle theft, exchanging, re-selling and use of stolen parts (re-birthing), and related crime.

Central Precinct Renewal Project

The Central Precinct Renewal Program is unprecedented in Australia. This landmark program is the largest and most complex transit-orientated urban renewal opportunity in Australia, surpassing in size and scale to Barangaroo.

It has the potential to complete the transformation of Sydney Central Station into a truly world class multi-modal transit hub, and deliver a vibrant and welcoming new place for business and the community by renewing 24 hectares of government-owned land.

Links across the rail corridor and new public spaces will provide important connections between business, education, health and cultural institutions, fostering collaboration and innovation. Critical employment space will also be created for the jobs of the future, anchoring the Sydney Innovation and Technology Precinct.

During 2018-19, planning for the precinct started, following the nomination of the Central Precinct as a State Significant Precinct and public exhibition of a draft Strategic Vision for the Precinct and rezoning proposals for the Western Gateway. In this time, Transport for NSW has also progressed the strategic business case, undertaken a range of technical and design studies, as well soft market sounding on models for delivery. These activities have provided Transport a better understanding of the opportunities and challenges for this landmark program.

The key benefits of the Central Precinct Renewal Program include:

- new public spaces for locals, visitors, businesses and customers
- better connections for communities and businesses to surrounding neighbourhoods
- revitalisation and expansion of Sydney's CBD's commercial core to the south
- provision of spaces for creative and technology businesses as part of the Sydney Innovation and Technology Precinct.

Circular Quay Precinct Renewal

The Government is committed to upgrading the Circular Quay ferry wharves, which are required to comply with the Disability Standards for Accessible Public Transport 2002 in the *Disability Discrimination Act 1992*.

With 64 million public and active transport trips to and from the area, Circular Quay is a critical transport interchange in the heart of Sydney. It is also one of Australia's most visited destinations and a major contributor to Australia's \$47 billion tourist economy.

Therefore, the Government is exploring opportunities for a renewal of the Circular Quay precinct, in line with a broader NSW Government strategy to integrate land use and infrastructure planning to create more vibrant and liveable places. TfNSW is investigating a number of options for both upgrading the wharves and renewing the precinct, including seeking innovative design solutions from the private sector.

A renewed Circular Quay is aimed at modernising transport infrastructure; creating a vibrant waterfront destination respectful of Aboriginal and non-Aboriginal heritage; and stimulating Australia's all-important tourist industry.

Community Transport Business Connect Project

Transport for NSW partnered with Department of Industry in March 2019 to establish the Business Connect Community Transport Engagement Project. This project gives businesses the opportunity to consult with a professional business advisor and receive advice to adapt and grow in the current and future operating environment.

The project will provide each contracted community transport service provider with up to 34 hours of confidential advice and support from experienced business consultants who will work with industry to ensure that individual businesses are structured in a way that will see them thrive under the new funding arrangements introduced by the Australian Government.

The two departments worked closely on this project to deliver numerous targeted engagement activities, and will continue to encourage providers to access the free business advice and business skills training. This initiative is expected to assist providers in managing the array of challenges and opportunities that they are exposed to, such as legislative,

workforce, program and technological changes, as well as changes in the competitive environment. The desired outcome is enhanced capability, capacity and service delivery.

The project will continue until 30 June 2020, however, businesses need to have registered with Business Connect by December 2019 in order to participate.

Certificate of Transport Management (CTM)

Transport for NSW is committed to delivering an efficient, safe and successful transport service to increasingly diverse customers and communities. In support of this commitment, we have partnered with the Institute of Transport and Logistics Studies at the University of Sydney to offer scholarships for suitably qualified individuals from the community transport sector to undertake the Certificate of Transport Management.

The certificate is a professional development course for staff in the bus and coach industry and the community transport sector. The course is designed to provide knowledge and skills in management, planning and policy areas that are central to the success of this industry.

In 2018-19, we offered scholarships to the community transport sector to build capability. Eight applicants were awarded a scholarship, including three Aboriginal women.

In partnership with the institute, we continue to encourage and support Aboriginal staff and staff from culturally and linguistically diverse groups to apply for the scholarships and obtain the qualification.

Sydney Working Harbour Study

During 2018-19, we collaborated with Port Authority of New South Wales to engage a range of maritime industry stakeholders to identify the issues and opportunities facing Sydney Harbour and the adjacent foreshore. The Draft Sydney Working Harbour Study aims to better understand the growth and future requirements of Sydney's Working Harbour functions (including for commercial and social uses), and is a first step in better understanding the impacts of future growth for both landside and on-water spaces.

Transport Access Program Projects

Since 2011, more than \$2 billion has been invested in the Transport Access Program. We have completed accessibility upgrades at train stations, ferry wharves and built new commuter car parks.

In March 2019, the NSW Government announced accessibility upgrades to a further 68 stations under the Transport Access Program and Sydney Metro City and South West.

Almost 90 per cent of transport customer journeys begin from locations now accessible to people with a disability, those with limited mobility and parents with prams. Other upgrades have been undertaken to support an integrated transport network and seamless transfers for all customers.

During 2018-19, upgrades at Harris Park, Edgecliff and Millthorpe train stations were completed. Merrylands and Prairiewood commuter car parks were opened and the ground level car park at Schofields Station was expanded to provide additional parking. Ferry wharf upgrades were also completed at Cabarita and Rydalmere wharves. Construction continues at Waratah, Wyee, Glenbrook, Hazelbrook, Kingswood, North Strathfield, and Rooty Hill stations, as well as Rooty Hill commuter car park. Construction will soon commence at Mittagong, Fairy Meadow, Petersham, Wairoonga, North Bexley, Como, Beecroft, Canley Vale, Birron, Wollstonecraft, Roseville, Banksia, Hawkesbury River, Warrawee, Lapstone and Falconbridge stations.

In June 2019, the NSW Government announced \$300 million over four years to provide additional car spaces through the Commuter Car Parking Program.

Transport for NSW National Disability Insurance Scheme Residual Transport Subsidy Program

In July 2018, we announced \$3 million in funding to support the National Disability Insurance Scheme (NDIS) transport component. The key objective of this program is to improve access to affordable transport for NDIS participants. Eligible participants are subsidised, on average, \$10 per trip by accredited Transport for NSW subcontracted Community Transport Service Providers.

Many contracted service providers have taken up this initiative, resulting in the vast majority of NSW receiving coverage.

We continue to monitor the uptake and application of the subsidy to inform future decision making. The program will continue until June 2020.

Western Region Flexible Transport Pilots

The Western Region Transport Pilot Program provides creative new ways to deliver flexible transport services to people in remote and isolated communities in Western NSW. The program aims to meet the needs of the community by improving access to facilities and delivering a service that is safe and efficient.

This program commenced in 2017, and in 2018-19, we continued the bus services initiated to connect Bourke and Brewarrina to Dubbo and Tottenham to Dubbo.

Dubbo is a major regional centre providing medical services and shopping facilities for the western NSW region. Before this program commenced, customers were not able to travel to Dubbo and return within the day via public transport. The requirement to stay overnight at Dubbo made the trip onerous and expensive for community members.

The Tottenham to Dubbo service is flexible as the vehicle type required varies depending on the number of passengers who have booked a particular service. The service offers air-conditioning, storage for cold products and can accommodate other passenger needs, such as wheelchairs and prams. Additional pick up and drop off points can be arranged by customers when making a booking, such as Dubbo airport, train stations or hospitals.

The Bourke and Brewarrina to Dubbo day return pilot commenced in May 2018 and delivers a day return service on Wednesdays and Thursdays by using an existing NSW TrainLink coach service.

A new flexible pilot in Broken Hill is in the final stages of procurement and will deliver an after-hours service on Thursday and Friday nights and weekends after the regular bus service ceases.

All three pilots will be evaluated and the outcomes will inform the need for these services on an ongoing basis.

Enabling access to public transport for disadvantaged customer groups

We continue to address transport disadvantage within the community through concessions offered to children, students, seniors, pensioners, veterans, war widows and widowers, persons with a disability, and asylum seekers.

In April 2019, eligibility for transport concessions was extended to holders of Department of Veterans Affairs Gold Health Cards marked with 'Totally and Permanently Incapacitated' or 'Extreme Disablement Adjustment'. Eligible veterans can now receive a Gold Opal card and can access both Regional Excursion Daily and Country Pensioner Excursion tickets. This new entitlement is in addition to existing entitlements for ex-defence members.

The Vision Impaired Persons Travel Pass was updated for 2019 with an embossed pass number that assists card holders to identify their Travel Pass. The validation period for the Travel Pass has also been extended to five years.

The Regional Seniors Travel Card is being developed to support eligible seniors in regional communities with their travel costs. The card will be available across the 2020 and 2021 calendar years and will provide eligible recipients in regional NSW with \$250 each year to purchase fuel from participating outlets, pay for taxi travel from participating providers, and pay for rural and regional pre-booked NSW TrainLink services.

In 2018-19, we continued our work to simplify the process for seniors travelling to NSW by enabling the use of the Opal Gold card for longer than 60 days. We have now worked with all states and territories to provide a nationwide initiative for senior travellers. Seniors with a valid Seniors Card issued anywhere in Australia, can now apply for an Opal Gold Card. These cards do not expire.

A new round of the Wheelchair Accessible Taxi (WAT) Interest Free Loan Scheme was opened in 2018 with five loans being granted to successful applicants for the purchase and/or modification of vehicles as WATs during 2018-19.

On-Demand Transport Pilot Program

The On-Demand Transport Pilot 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 program is to better understand how different on-demand models could improve customer outcomes and value for money.

We launched eleven on-demand public transport pilot services operating across Greater Sydney, Illawarra, the Central Coast and Newcastle. While some pilots have come to an end, insights and lessons from all pilots are being used to improve future integrated transport networks.

As at 30 June 2019, more than 390,000 passenger trips have been delivered. Patronage across the trials has been positive with continued growth each week.

In 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. Eleven on-demand pilots across rural and regional NSW are now operational with the first commencing in November 2018. The pilots operate in areas such as Moree, Woolgoolga, Mudgee, Sapphire Coast and Chilcotts Grass. As at 30 June 2019, more than 35,000 passenger trips have been delivered.

Permanent on-demand services were launched for commuters in Sydney's north-west, to support the opening of Sydney Metro. These services provide a simple and convenient option for getting to the new Sydney Metro stations. More than 8000 passengers used the permanent on-demand services within the first few weeks, all without the need for a timetable.

Customers in Burwood, Mortlake, Cabarita, Newington and Rhodes are continuing to benefit from the permanent on-demand services launched in July 2018 with more than 55,000 passengers using the service.

Lake Macquarie on-demand services launched in June 2018 and runs through Dudley, Whitebridge, Mount Hutton, Windale, Tingira Heights, Eleebana, Warners Bay, Gateshead and Charlestown areas. From 30 June 2019, the area will be expanded to include Belmont, Belmont North, Croudace Bay, Valentine, Floraville, Jewells, and Redhead.

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.



Permanent on-demand services were launched for commuters in Sydney's north west, to support the opening of Sydney Metro

Delivering every day

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.

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.

Our customer satisfaction survey results are integral in helping us deliver better services and we are pleased that customer satisfaction has steadily improved since we began measuring it in November 2012.

During 2018–19, more than 30,000 customers provided feedback through customer satisfaction surveys. Satisfaction among our public transport and road customers has improved or remained largely stable through a period of large network and service delivery expansion.

During 2018–19, levels of satisfaction with train, bus, ferry, light rail and metro services remained at or above 89 per cent. Compared with the same period last year, customer satisfaction with train and bus services increased slightly, and ferry and light rail services remained stable.

To understand our road customers' needs, expectations and satisfaction levels, we surveyed across five transport modes: private vehicles, heavy vehicles, motorcycles, bicycles and walking. With the exception of heavy vehicle drivers (70 per cent satisfied), levels of satisfaction across these modes remained at or above 85 per cent.

Customer satisfaction with point to point transport remained largely stable across the surveyed modes of taxi, ride share and hire car, with levels of satisfaction at or above 86 per cent.

Engaging customers through social media

We have continuously analysed customer information needs while expanding our messaging to new and engaged target audiences.

The number of customers engaging with our social media channels continues to grow as services such as personalised information and timely assistance are used. In 2018–19, Facebook likes grew by 21 per cent, and Twitter followers increased by nine per cent. Teams across the cluster monitored campaigns and produced content that reached an average of more than five million people per week on Facebook alone. Keeping customers informed was also a key part of operational milestones in projects such as the Station Link service and the Sydney Metro Northwest.

Improving customer experience using School Drive Subsidy

The School Drive Subsidy supports NSW families who live in areas where there is no public transport to drive an eligible student all or part of the way to school. This program partly offsets the cost of using a private vehicle to drive an eligible student either to school or the nearest transport pick-up point.

In 2018–19, we implemented a number of customer improvements such as enhancing our website to ensure the wording is more customer-focused and providing additional self-service handy information guides to assist customers using the parent portal. The updated information provides clearer explanations on how the subsidy works, explains boarding school eligibility and, for those who are not able to apply digitally, includes a PDF version of the subsidy paper application form. We have also improved customer support via our call centre by providing staff with additional system access and training.

Opal car parking

The Opal Park&Ride trial is designed to protect spaces at commuter car parks for customers who travel on public transport.

Previous research showed that up to 46 per cent of people who use commuter car parks in some areas did not intend to catch public transport. This trial has been designed to ensure that it is genuine public transport users who benefit from these facilities.

Opal Park&Ride provides customers who have used public transport with up to 18 hours free parking each day. Customers who complete a public transport journey by tapping on and off using an accepted Opal card and use the same Opal card when they exit the car park within 18 hours of entry, will park for free. Non-public transport users pay a daily rate in line with commercial parking rates.

Since this trial was introduced at the end of January 2018, more than 90 per cent of customers using the car parking facilities have also used public transport.

This innovative approach is the first time a car parking management system that uses number plate recognition technology integrated with a public transport smart card (Opal) within boom-gated car parks has been implemented in Australia.

The results from the successful Opal Park&Ride trial are being used to further enhance the system and improve the customer experience. Work is also underway to investigate extending Opal Park&Ride to further locations.

Transport coordination

Working closely with public transport and road operators, we aim to provide seamless, safe and reliable journeys for our customers and provide customer information and communication on major events, disruptions occurring and alternative travel options across the network. This includes incident response and management, as well as security and emergency management across the state.

Network management

During 2018-19, we continued working with transport operators to manage and coordinate operations of the integrated transport network and the management of incidents 24 hours a day, seven days a week. Protocols and operational arrangements are in place to support these efforts.

Monitoring and management is conducted via a state-of-the-art control room at the Transport Management Centre, which has access to more than 10,000 CCTV cameras across the transport and traffic network, 350 electronic variable message signs, and a range of systems to enhance network performance, including operational control for more than 4000 traffic signals throughout NSW. The Transport Management Centre works closely with other operators and their control rooms.

Incidents on key identified 'principal transport routes', including breakdowns, crashes and obstructions, had an average incident clearance time of 36.3 minutes, which is a reduction of over five minutes on the last two years. Live Traffic has continued to see growth in the number of visits or users, as have Twitter handles spanning Sydney Bus operations, regional areas and the new Sydney Metro service. The Transport Management Centre manages more than 8000 incidents each month.

More than 7700 Road Occupancy Licence requests are received each month for infrastructure or maintenance works, which is an increase of 26 per cent over the last two years. These requests are assessed with consideration to access times, other works and activities occurring close by, and the potential cumulative impacts to customers.

In 2018-19, our efforts also focused on the Sydney Airport precinct, with additional resourcing deployed for busy holiday periods where there were large numbers of passengers arriving and departing. Christmas 2018 tested the new infrastructure works completed in and around the Airport precinct, and also had some of the largest movements seen, which Transport and the Sydney Airport Operations team successfully managed.

Major events

Major events coming to Sydney continue to grow. In 2018-19, Transport supported more than 400 major and special events with traffic and transport arrangements through the implementation of additional public transport services, integrated ticketing, road closures and clearways. The opening of Bank West stadium will see more events coming to the Parramatta CBD. Transport for NSW supported the opening of this new stadium, managing access in and out of the precinct, including walking routes.



Station Link bus services connected customers during Metro upgrade

Managing disruption

We manage traffic and transport disruptions associated with major transport and road infrastructure projects in the Sydney metropolitan area. We use a holistic precinct approach to manage and minimise the impact of transport works and private developments on customers, businesses and the community.

During 2018–19, we kept Sydney moving by deploying strategies and precinct management to minimise disruption during construction, including Sydney Metro North West, Sydney CBD and South East Light Rail, Parramatta Light Rail, WestConnex, Northern Beaches Hospital works, B-Line works, Western Sydney Road projects, M1 Pacific Motorway upgrades, and the M4 Smart Motorway.

Station Link temporary bus services commenced from 30 September 2018 and ran for a period of seven months to keep customers moving between Epping and Chatswood while construction of Metro North West continued.

Over four-and-a-half-million trips were completed as at 26 May when Sydney Metro services started.

During the Station Link operations, strong engagement and communications continued and refinements were made to services to meet customer needs. A campaign was deployed under the Tomorrow's Sydney Program to help inform customers of the train line closure, and the introduction of Station Link.

The Go Live approach used for Sydney Metro required enhanced network coordination activities through the Joint Operations Centre,

and included teams from across Sydney Trains, Sydney Metro, bus operators and NSW Police Force. Together, we monitored the new precincts to ensure efficient and safe access to and from the new metro stations, provided on-ground resources to help embed access to these new precincts, including way-finding staff across stations and platforms, and communication to customers around service disruptions, managed car park access, and operated network management and incident management across key routes.

Integrated incident response

Transport for NSW continues to have teleconferences with transport operators, including the Sydney Airport Corporation, to identify potential issues during the daily peak hour. Plans have been developed to minimise impacts on our customers, focusing on multi-modal transport management.

We manage emergency bus requirements across the Transport cluster, which includes support for light rail, Sydney Trains, NSW TrainLink and Sydney Metro customers and services. This approach allows the network asset owner to focus on restoring services while Transport for NSW focuses on keeping customers informed and moving around the disruption.

Incident response plans have been developed to manage major disruption at key transport interchanges such as Chatswood, Epping, Parramatta and Macquarie Park, which ensures all public transport operators are working together.

Emergency response

Transport for NSW coordinates responsibilities on emergency management, crime, security, and counter-terrorism issues in order to improve security outcomes for our customers.

During 2018-19, a major state-level test of emergency management arrangements (Exercise DEERUBBIN) was planned and delivered. This involved a significant test of the Hawkesbury-Nepean Flood Plan and its impacts on roads, bridges and public transport infrastructure. In close collaboration with the Office of Emergency Management and many stakeholders, we contributed significant resources and capability to a successful exercise, the outcomes of which will be used to evaluate and further improve capability.

Point to Point Transport Commission

The NSW Point to Point Transport Commissioner (supported by the Commission) administers and enforces the point to point transport laws to achieve safer point to point transport in NSW. In doing so, the Commission contributes to the creation of a more adaptive, innovative and competitive market for the whole industry.

The Commission advises and informs the industry of their legal obligations and works to ensure participants have the knowledge, capability and confidence to meet those requirements. Services are designed to make it easy for the taxi, hire vehicle, ride sharing and similar point to point transport services to comply with the law and run their businesses in NSW.

Educating industry on their obligations and what they must do to comply with the law is an important part of the Commission's efforts. In 2018-19, the Commission commenced a program of webinars to address identified knowledge gaps in areas of high need, such as creating a safety management system and identifying risks, as well as more general information for service providers. We began redesigning our website to enhance the accessibility of this information. Using plain English and graphics will make it easier for people who speak English as an additional language to find the information they need.

We are developing demonstration and information videos to help people using the industry portal (online safety tools). This includes improving information about driver eligibility and vehicle inspections. Information about the Commission's

policies and procedures, compliance activity and key industry statistics are uploaded to the website regularly.

A wheelchair accessible taxi compliance policy was established in late 2018 to ensure adequate access to services for people requiring wheelchair accessible vehicles. To ensure preference is given to customers in wheelchairs, compliance with this condition is monitored on a quarterly basis and licences are cancelled if vehicles do not comply across two quarters.

Point to Point Additional Assistance Payment Scheme

The Additional Assistance Payment Scheme (AAPS) was created by the NSW Government to provide financial assistance to persons who were involved in the taxi and hire car industry and were detrimentally impacted by the Point to Point Transport reforms. In 2016, the Taxi and Hire Vehicles Industry Assistance Panel was formed and comprises representatives from Transport for NSW, the Department of Premier and Cabinet, the Treasury and the NSW Taxi Council. The panel recommended that additional assistance payments be directed towards eligible applicants who were most likely to be in financial hardship.

AAPS applications opened in July 2018 and closed in December 2018. We wrote to all eligible taxi licence holders in July 2018 and again in September 2018 to invite them to apply for the AAPS.

In November 2018, we wrote to identified applicants requesting any missing information that should be provided to assist with determinations. We wrote to all applicants again in December 2018 to advise that the AAPS was closing and to request they provide any missing documents or other relevant information.

To assist applicants in completing their applications, we established an Industry Assistance Contact Centre and also engaged Business Connect through the NSW Department of Industry to provide independent advisory and support services to applicants.

We reviewed all AAPS applications and made determinations after careful consideration of the information provided in each application.

We received 1258 applications for AAPS and all applications were processed by 30 June 2019. The AAPS is now finalised.

The NSW Government remains committed to working with taxi service providers to support their continued adjustment to the Point to Point Transport industry reforms.

Fare compliance

Fare compliance is now considered to be at a world class standard, improving considerably since 2012. The non-compliance rate across the network has fallen from 11 per cent in November 2012 to four per cent in May 2019. This result takes into account the increased patronage levels across all modes of public transport.

New services contracts – Sydney Ferries tender

With the initial Sydney Ferries franchise contract expiring in July 2019, we launched a competitive tender process in August 2018 to appoint the next operations and maintenance provider for the ferry network.

The success of the initial seven-year contract term, which has achieved record levels of customer satisfaction and operational performance, provided a solid foundation for us to seek further innovation and value for money from industry.

The request for tender process resulted in Transdev Sydney Ferries (formerly known as Harbour City Ferries) being reappointed in February 2019. The new contract, which commenced on 28 July 2019, will represent the most significant boost to ferry services in decades.

Under the new agreement, Transdev Sydney Ferries will deliver at least 13 brand new ferries, more than 400 additional weekly services across the network and a trial of an On-Demand ferry service for the Bays Precinct. The On-Demand ferry trial will connect selected wharves not currently serviced by Sydney Ferry scheduled timetabled services with Barangaroo Wharf. Over the initial two years of the contract, almost every ferry route will see additional services introduced.

As the Parramatta River has experienced significant population and infrastructure growth, this part of the ferry network was a focus of the trial. At least 10 new River Class ferries will be injected into the fleet, and consultation will commence in late 2019 in relation to plans to deliver around 280 additional services per week along the river, which could see wharves such as Sydney Olympic Park, Meadowbank and Cabarita having a ferry arrive every 10 minutes during the peak and every 20 minutes during the weekday off-peak and on weekends.

These improvements will be delivered while also achieving cost savings of \$40 million over the life of the contract.

Growing the regional economy

During 2018-19, the following Transport for NSW projects contributed to the growth of the regional economy.

Fixing Country Roads

The Fixing Country Roads Program aims to unlock the economic potential of regional NSW by providing targeted funding for projects on council-managed roads, bridges and local truck washes, which will improve freight access and productivity. Under this program, to date, more than \$386 million has been made available for 302 projects, including projects in 2018 where more than \$135 million was made available to 58 projects.

Fixing Country Rail

The Fixing Country Rail Program provides funding for rail infrastructure enhancement projects that eliminate the connectivity constraints that impact regional freight rail services. This project aligns with and complements the Fixing Country Roads Program by reducing the cost to market for regional businesses.

Under Fixing Country Rail, to date, more than \$210 million has been made available to 20 projects, including more than \$72 million made available for seven projects in 2018. Fixing Country Rail 2019 is a strategic rail program, with decisions on projects informed by the *Regional Rail Corridor Strategy*, the *NSW Freight and Ports Plan* and other key rail network strategies developed by Transport for NSW. In 2018-19, the program focused on rail infrastructure enhancement projects that improve the movement of freight to and from regional NSW. Thirteen projects were awarded business case funding to determine the economic viability of progressing the projects. New passing loops were completed and commissioned at Rydal and Georges Plains, and new signalling was commissioned at Wimbledon in the Central West. The new loops provide increased network capacity, operational flexibility and reliability.

Main West Rail Line

The strategic plans *Future Transport 2056* and the *NSW Freight and Ports Plan 2018-2023* identify the need to develop a strategic network response to the forecast growth in regional rail freight. The Main West Rail Line is one of the busiest lines on the NSW Country Regional network. It adjoins the Sydney Trains network at Lithgow and runs through Bathurst, Orange, Dubbo and beyond,

also connecting to the regional centre of Parkes. The line accommodates a mix of passenger and freight traffic. Transport for NSW delivered \$21.5 million capacity upgrade projects on the Main West to improve the capacity and reliability of rail services on the corridor. This included construction of two passing loops at Rydal and Georges Plains as part of the first stage of the Main West Rail Line Capacity Enhancement Program. Both projects were commissioned in early 2019.

Multi-modal service planning in rural and regional NSW

Transport for NSW has commenced a new approach to providing transport services to better meet the needs of existing and new customers in rural and regional NSW.

This initiative, stemming from *Future Transport 2056*, seeks to plan and deliver seamless multi-modal transport journeys to connect regional cities. It will provide customers with transport services to travel to work, go shopping, support social activities, and access health, educational and other vital services in regional cities.

We will connect communities by implementing the following changes:

- extending service hours through the day and across the week
- providing day-return journeys connecting cities and surrounding communities
- providing end-to-end journey planning
- meeting the needs of isolated communities with innovative service solutions.

In 2018-19, the planning phase for two projects to be piloted in Wagga Wagga and Tweed Heads has been completed and the procurement and delivery phases are currently underway.

Future Transport 2056 identified that customers do not currently have access to the services they need to get to work, travel to and from social, recreational and community events, or day-return journeys to regional centres for health, education and other key services. Current service plans prioritise the trip to school and provide limited convoluted journeys to low socio-economic groups. They are operationally focused and have not been designed to deliver efficient journey times or direct access to key social, economic and tourist destinations

The 16 Cities Program will reconfigure the service plans for the 16 regional cities of NSW to provide customers with public transport

services for the entire community. The new network plans will be developed under a model of customer co-design and engagement with stakeholders. The pilot program delivered in Wagga Wagga and Tweed Heads identified many opportunities for improvement. The new network design reduces travel times through a straightened hub and spoke network, provides for better connectivity to key destinations such as university, TAFE and tourist attractions, and provides efficient journeys to work with extended hours throughout the day and across the week to better meet customer needs.

Active transport

The NSW Government recognises that more people than ever before are walking or cycling to work or for leisure and fitness. The NSW Government has recently committed to investing a further \$197 million into walking and cycling infrastructure over the next four years. This will bring the NSW Government's total investment to around \$600 million, the largest commitment in the State's history.

The NSW Government are committed to continuing to encourage people to walk and cycle as part of their everyday commute. We recognise that not only does it help relieve pressure on our roads and public transport system, but walking and cycling are healthy, active way to travels. By continuing to invest in the construction of new separated paths and infrastructure, we help keep people safe while encouraging more people to take up these modes of travel.

Many of our major transport projects are also delivering active transport links and infrastructure. For example, the Mulgoa Road upgrade and the Sydney Gateway Project in Mascot both include a new separated path for pedestrians and cyclists. The F6 Extension Stage 1 project incorporates a new-shared cycle and pedestrian pathway through Brighton Le-Sands including a bridge over President Avenue. All of the 31 new and upgraded stations being delivered across Northwest and Southwest Sydney as part of the Sydney Metro include dedicated spaces for bike storage and Parramatta Light Rail Stage 1 also includes an active transport corridor.

We are also committed to delivering the Eastern Suburbs Link, a bicycle route between Bondi Junction and the CBD, the Nepean River Bridge, completing the Greenway 'missing links' in Sydney's Inner West and the Sydney Harbour Bridge cycleway.

The NSW Government is focused on cycling projects in line with Future Transport Strategy. The strategy identifies the government's 40-year vision for transport planning to meet the demands of the predicted population growth in NSW. The strategy prioritises the delivery of connected cycling networks within 10 kilometres of metropolitan city centres by 2026, and within five kilometres of strategic centres by 2036. This vision supports the Greater Sydney Commission's objective of achieving a 30-minute city, where people live within 30 minutes of their workplace or services via active or public transport.

Consistent approach to safety

We work in partnership with other NSW transport agencies and private sector service providers to deliver transport infrastructure and services to the NSW community. We work collaboratively and with integrity to ensure that our workers, customers and any members of the community who come in contact with our business go home safely every day.

During 2018–19, several cross-cluster working groups have provided information-sharing platforms for improving our safety controls and to consider innovative approaches to reducing work health and safety issues related to antisocial behaviours, suicide prevention and safer physical transport interfaces between our customers and our services.

Guided by SafeWork NSW, our safety leaders have been working collaboratively with safety leaders across all NSW Government clusters to share and deliver on our commitment to improving safety for the travelling public and local communities. Targets have been established to deliver on our safety initiatives in consultation with SafeWork NSW, other NSW Government clusters and our customers.

Rural and Regional Seat Belt Acceleration Program

This program aims to ensure that the more than 3000 buses in rural and regional NSW are fitted with a seat belt, either through retrofitting or bus replacement.

Under this program, 415 buses are expected to be replaced and 1937 buses retrofitted with seat belts. During 2018–19, 97 buses were replaced (63 of these were school buses) and 65 buses were retrofitted (64 of these were school buses).

Bus replacements

The bus replacement program is on track, with 289 buses replaced as at 30 June 2019. This is in addition to the 523 school buses that have been replaced to date.

Bus retrofits

The first round of retrofit work packages is expected to result in over 230 buses across NSW upgraded with seatbelts, progressively, by October 2019. As at 30 June 2019, 65 buses have been retrofitted.

Safer point to point transport in NSW

The NSW Point to Point Transport Commissioner is delivering safer point to point transport by reducing incidents through education and compliance activities, including advisory visits. The Commissioner's focus is on promoting a culture of accountability for safety in the community.

The Commission ensures industry is complying with their safety obligations and wider requirements of the Act and Regulation through safety auditing, advisory visits, education campaigns, on-road compliance, enforcement and investigations.

During 2018–19, the Commissioner established an in-house audit function to enable a more consistent and cost-effective risk-based audit program. Audit staff continue to take an educational approach to audits, offering advisory visits prior to audits and following up with service providers on their audit results. When necessary, improvement notices are issued or other compliance actions taken.

Safety standards are monitored through targeted on-street compliance activity at high-risk locations, such as major events across both metropolitan and regional NSW, such as Splendour in the Grass in Byron Bay, the Bong Bong Picnic Race Day in Bowral, and the State of Origin in Sydney.

The Commission continues to work in partnership with the NSW Police Force by sharing information, conducting joint operations and updating police officers in point to point transport law. Ongoing training and development of the Commission's authorised officers ensures that any enforcement action taken is effective and applied consistently.

Campaigns to target high-risk issues, such as harassment of drivers and passengers, have commenced and combine education, advice and enforcement. In December 2018, the Point to Point Transport Commissioner

launched the 'Every ride should be a safe ride' campaign, calling on the community to report any harassment witnessed or experienced in point to point transport vehicles.

In conjunction with the public campaign, the Commission worked with industry participants to highlight the issues. As a result, industry compliance with point to point transport law has increased with all participating services demonstrating they have appropriate processes and procedures in place to improve driver and customer safety.

Road safety

We are 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 (released February 2018), which outlines an interim target to reduce road fatalities (from 2008-10 levels) by at least 30 per cent by 2021.

Road crashes are one of the leading causes of trauma-related death and injury in NSW. During the 12 months to June 2019, there were 367 fatalities (provisional total), which equates to 21 fewer fatalities (five per cent) than in the previous 12 months ending June 2018 (based on a provisional fatality total of 388), but is the third highest 12 months ending June total since 2012 (with 386 fatalities).

The estimated fatality rate for the 12 months ending June 2019 is 4.6 fatalities per 100,000 people. There is a disparity between metropolitan NSW and the rest of the state. The fatality rate in metropolitan NSW is currently at a rate of 2.2 fatalities per 100,000 people. However, in regional NSW, the fatality rate was more than four times higher over the same period at 9.4 fatalities per 100,000 people.

Under the Road Safety Plan 2021, 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
- building a safe future.

Saving Lives on Country Roads and Liveable and Safe Urban Communities

Over the five years from July 2018, the NSW Government is investing \$640 million in Saving Lives on Country Roads infrastructure safety upgrades to reduce fatalities and serious injuries on country roads, and \$180 million to Liveable and Safe Urban Communities infrastructure safety upgrades to better protect vulnerable road users including pedestrians and cyclists.

During 2018-19, there were 270 projects under construction with 171 completed, with a total expenditure of \$120.7 million under the Safer Roads Program, aiming to save lives on country roads and support liveable and safe urban communities. These projects improve high-risk curves, reduce run off road and head on crashes, improve pedestrian safety, and reduce intersection trauma. Of these projects, as at 30 June 2019, 199 are under construction with 123 completed in the Saving Lives on Country Roads Program while 71 are under construction with 48 completed in the Liveable and Safe Urban Communities Program.

In 2018-19, the campaign continued to focus on the 'Yeah...NAH' messaging, which challenges drivers' behaviours and encourages them to make safer choices when driving. In addition, the 'Saving Lives on Country Roads' campaign communicated local area serious injury statistics for the first time to provide 'new news' to regional NSW drivers. On average, more than 70 per cent of the lives lost on country roads are people local to the area.

To improve safety at railway level crossings during 2018-19, four major upgrades, plus concept and detailed designs for a further eight major upgrades, were delivered as part of the Level Crossing Improvement Program. The program also funded the level crossing safety education campaign, 'Don't rush to the other side' and four level crossing awareness and enforcement campaigns in regional NSW.

A \$10 million pedestrian infrastructure improvement program around schools was completed in August 2018. This included the installation of additional school zone flashing lights at 504 school zones and 140 pedestrian safety infrastructure upgrades around schools, including raised zebra crossings and pedestrian refuges.

Traffic signals were upgraded at more than 460 sites across NSW to protect pedestrians from turning vehicles, by giving pedestrians more time to cross before traffic starts turning.

Using the roads safely

The *Road Transport Legislation Amendment (Road Safety) Act 2018* 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.

In September 2018, the NSW Government passed drink driving legislation to deliver reforms, including:

- mandatory alcohol interlock devices that prevent vehicle ignition if the driver cannot pass an alcohol breath test for all middle range prescribed concentration of alcohol offenders (Interlock licence holders are required to have a zero blood alcohol concentration when driving)
- the option for vehicle sanctions at the roadside for high-risk repeat drink driving offenders, including number plate confiscation or vehicle impoundment
- licence suspension and fines for lower range drink driving and drug presence first offenders
- power to introduce enhanced education requirements for drink and drug driving offenders.

On 1 September 2018, a new road rule requiring drivers to slow down to 40km/h when passing stationary emergency vehicles displaying blue or red flashing lights commenced on a 12 month trial basis. The rule was supported by a community education campaign and the safety and traffic impacts were closely monitored over the trial period. Following the trial and further consultation a number of amendments were made with it becoming a formal Road Rule in September 2019.

To deter unsafe road use as a result of distraction, regulations came into effect in September 2018 that increased the number of demerit points for mobile phone offences from four to five points (10 during double demerit times).

As part of the Road Safety Plan 2021, the NSW Government outlined plans to investigate camera-based technology to enforce mobile phone use offences. From

July 2018, legislation has been in place to enable the use of new camera technology that can detect and capture illegal mobile phone use and deter unsafe behaviour.

The Enhanced Enforcement Program continues to deliver high-visibility police road safety enforcement in addition to normal operations to deter unsafe road use.

The NSW Government is spending \$250 million over five years from July 2018 for enhanced enforcement, including 50 additional highway patrol officers, training for up to 1000 general duties officers in speed enforcement, increased roadside alcohol testing, and a doubling of mobile drug testing to 200,000 tests by 2020. During 2018–19, almost 214,750 additional on-road enforcement hours were committed through this program, more than 138,300 roadside mobile drug tests were conducted, and 48 out of the 50 additional regional highway patrol positions were filled.

We delivered four level crossing police enforcement campaigns in regional NSW, and three bursts of the 'Don't rush to the other side' level crossing safety education campaign under the Level Crossing Improvement Program.

We continued to support the Safer Drivers Course with more than 129,600 participants progressing to their provisional licence since it began in 2013, including more than 28,500 learners completing the course and progressing to their P1 licence between July 2018 and June 2019. In April 2019, the Disadvantage Initiative eligibility criteria were expanded to offer free places to participants of the Driver Licensing Access Program, giving more learners from disadvantaged backgrounds the opportunity to access the benefits of undertaking this program.

Building a safer community culture

During 2018–19, we continued to ensure that children and young people in NSW develop an understanding of how to use the roads safely through curriculum-based road safety education and our partnership with the NSW education sectors. Classroom resources and support are provided to teachers in all NSW schools and early childhood services through the \$5 million Road Safety Education Program.

We also provided community groups across NSW with the opportunity to implement local grassroots road safety initiatives through our Community Road Safety Grants. In 2018–19, we funded 34 grants to a total of \$400,000, ranging from \$1650 to \$30,000.

We continued to deliver the Driver Licensing Access Program, which assists Aboriginal people and disadvantaged people to obtain and retain their driver licence. In 2018-19, this resulted in 737 learner licences and 578 provisional licences being achieved across more than 80 communities.

Other initiatives undertaken in 2018-19 include the launch of 'Road Safety and Your Work: A Guide for Employers' to help employers and industry embed a road safety culture for safe work-related travel, and the ongoing delivery of highly-recognised and effective behavioural communication campaigns to promote safe behaviours on the roads.

On 23 July 2018, a new rule commenced to protect vulnerable road users by allowing children aged under 16 years to ride a bicycle on a footpath (up from the previous limit of under 12 years).

New and proven vehicle and other road safety technology

To help consumers choose the safest second-hand cars, we published the 2018-19 Used Car Safety Ratings (UCSR). These ratings provide information about how well a vehicle protects a driver in a crash. We have rated 296 vehicle models manufactured between 1996 and 2016, based on data analysed from more than eight million police-reported crashes, and two million injuries across Australia and New Zealand between 1987 and 2016. Many of the safest vehicles rated are available for purchase for less than \$10,000.

We contributed to the Australasian New Car Assessment Program (ANCAP), which released safety ratings for 35 light vehicles in 2018-19. In 2018-19, 90 per cent of all new light vehicles sold in Australia had a five-star ANCAP rating.

In 2018-19, we partnered with ANCAP in a campaign that promoted safer cars, and encouraged consumers to check the ANCAP ratings and UCSR of older vehicles.

We also assisted the Consumer Rating Assessment of Safety Helmets Program, which tested 30 motorcycle helmets and released the results as part of Motorcycle Awareness Month.

The Child Restraint Evaluation Program tested an additional 21 child car seats and published the results on the child car seat website.

We led the development of the Motorcycle Clothing Assessment Program and an associated website, which was formally launched in September 2018. This program is a world-first rating system for motorcycle clothing that aims to improve information for riders, and encourage manufacturers to produce effective protective clothing.

We provided technical support for the change in the NSW Government Light Fleet Procurement Policy, which now requires, in addition to the five-star ANCAP rating, light vehicles to have Auto Emergency Braking, some form of lane keep assistance and reversing cameras and/or sensors (subject to availability). Recent initiatives by vehicle manufacturers mean that there are now light vehicles available in all categories that meet these criteria.

Building a safe future

During 2018-19, we advanced our evidence base and knowledge on how to make the roads and the road environment safer. This included testing roadside barrier designs and signposts to ensure they are 'forgiving' if hit by a motorcycle rider. We also commissioned research into Audio Tactile Line Marking to ensure they deliver safety for motorcyclists and other vehicles.

In alignment with *Future Transport 2056*, which requires a safe system approach to transport safety in NSW, we continued to train and support road infrastructure practitioners in the Safe System and road safety, so they have the latest knowledge and tools to design and build a safe future.

Under the Road Safety Plan 2021, the NSW Government has committed to setting 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. This work is an important step in setting those targets.



Maritime safety

During 2018–19, the following programs were delivered in collaboration with Roads and Maritime Services and other government and non-government maritime safety partners.

- **Wear a Lifejacket:** this program aims to raise awareness of the need to wear a lifejacket, the importance of lifejacket care and service, and the consequences of not wearing a lifejacket. It includes a behavioural change campaign, 'Wear a Lifejacket, Don't Risk Your Life', and the Old4New Lifejacket Program
- **Personal Watercraft:** this program includes a trial compliance camera program at the Georges River, additional funding for Marine Area Command NSW Police to undertake enhanced enforcement operations and a behaviour change campaign, 'Stop it or Cop it'.

Both of these programs are in the Maritime Safety Plan, launched in 2018. This plan outlines the initiatives being taken to further reduce the rate of fatalities and serious injuries on NSW waterways by 30 per cent by the end of 2021 compared with 2014 levels. The plan's long-term vision is to achieve zero fatalities and zero serious injuries by 2056.

We also continued to work with other agencies to deliver the Marine Estate Management Strategy to enable safe and sustainable boating.

Cyber security

In line with *Future Transport 2056*, Transport for NSW has increased its cyber security capability and during 2018–19 we have continued to focus on maturing this capability. We have invested in the Cyber Uplift Program that reduces risks to critical assets to ensure a safe, secure, and resilient transportation system. A risk management tool has been deployed to track and manage risks across Group Information Technology and key areas of the cluster. Cyber maturity is a multi-year journey, of which the Transport cluster is starting year two. Cluster-wide cyber security capabilities have been assessed for maturity and accountable business partners have been identified. A plan for further maturing these cyber capabilities over the next three years is in place and in line with the cluster-wide cyber security strategy.

Work on enhancing Transport's Security Event and Incident Platform has significantly increased the visibility of the transport digital ecosystem, enabling different accountable teams to more proactively manage our digital systems and protect them against cyber-attacks.

Changing behaviour and raising awareness

During 2018-19, we undertook marketing campaigns to enhance the positioning of public transport, increase patronage, encourage behaviour change to keep people safe, launch new initiatives, and support major product and service changes. Programs of work included the launch of Sydney Metro North West, fare compliance, bus and train recruitment campaigns, Opal and ticketing, on-demand services, and the rollout of contactless payments across the Sydney Trains network.

We delivered several new behavioural communication campaigns to promote safe behaviours on our roads, waterways, and on public transport. We continued to invest in a comprehensive program of road safety advertising campaigns and education, sponsorship and partnership programs across regional and metropolitan NSW to support the Road Safety Plan 2021 and its target to reduce road fatalities by 30 per cent from 2008-10 levels by 2021.

Following an independent review of road safety advertising, we developed a new overarching communications strategy that outlines the enhanced use of positive and informational appeals, insights and data.

With major construction works continuing throughout Greater Sydney in 2018-19, we delivered a series of behaviour change programs. These were delivered to inform customers of the changes to their daily travel plans, including the replacement bus services (known as Station Link) to customers affected by the temporary closure of the rail line during Sydney Metro North West construction.

Leading innovation

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.

New technologies

The Future Transport Technology Roadmap

The Future Transport Technology Roadmap is putting 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 and identified the next generation of technologies that can be applied to transform service delivery, better connect communities and enhance the customer experience.

In May 2018, we launched the Future Transport Digital Accelerator to find innovative solutions to some of our big transport challenges, while achieving better outcomes for customers. It supports collaboration between private industry, researchers, entrepreneurs and digital start-ups. We have formed partnerships with Amazon Web Services, Cisco, the Commonwealth Bank, Google, Mastercard, Microsoft, Optus and Telstra. Over 2018-19, we have tested and trialled new technologies such as Artificial Intelligence and Internet of Things (IoT) to improve transport planning and service delivery, along with new service offerings such as Mobility as a Service and Last Mile Freight.

In December 2018, using the latest in near real-time data and machine learning technology, we launched a dashboard that informs the executive team in near real time of the number of customers on the public transport network, a prediction of customer volumes for the rest of the day and tomorrow, along with customer trip plans, feedback, call centre volumes, road congestion, and late-running services. The technology has also been trialled in the Rail Operations Centre to better inform train recovery decisions.

In March 2019, we trialled Account Based Ticketing technology with Kiama and Ulladulla bus services, enabling us to track regional buses in real time, determine

occupancy levels, allow customers to pay with their debit/credit card, and provide school students with an Opal Student card.

We also extended our real-time train occupancy data, available in digital public transport planning applications, onto the passenger information displays on station platforms. This allows our customers to make better decisions about which carriage they want to board as the service arrives.

Smart Innovation Centre – new automated vehicle trials

The Smart Innovation Centre is leading a growing portfolio of automated vehicle trials in NSW that are aligned to outcomes in *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 while an important role of these trials is to contribute to the development of the regulatory, policy and safety frameworks for connected and automated vehicles.

During 2018-19, we conducted two additional trials at Armidale, with Armidale Council, Easymile, Transdev and the University of New England, and in Coffs Harbour with Busways, Coffs Harbour Council, Easymile and Via On Demand. An Expression of Interest was also conducted to scale automated vehicles onto the road network.

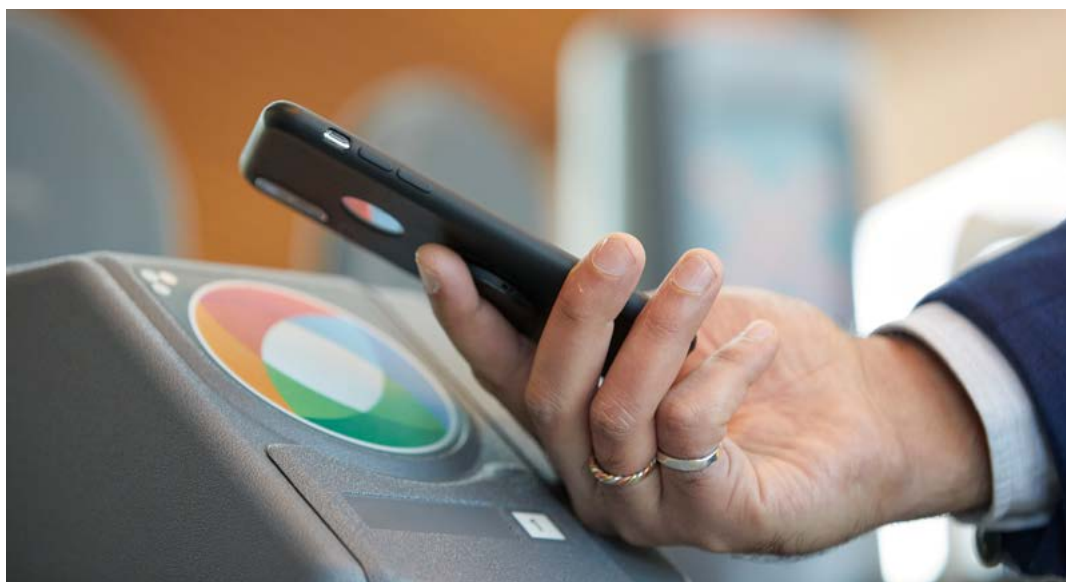
Contactless payments – complete coverage of the Opal network and same fares and travel rewards

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

Transport for NSW was the first to launch a 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 longer a 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. By November 2018, we expanded it to include Amex and Visa cards, and extended payments to all train, ferry and light rail services. In July 2019, we offered customers Opal Adult card fares and travel rewards, and began the expansion to all Opal-enabled buses.

To date, more than 7,500,000 trips have been taken using CTP.



Customers can now use an American Express, Mastercard or Visa card or linked device on the Opal network

Automatic Train Protection Project

Transport for NSW is boosting safety across the electrified rail network by delivering new Automatic Train Protection technology.

This project will provide additional safety benefits and more reliable services by ensuring trains operate within the permitted speed limit.

On 29 March 2019, the first passenger service of the system was achieved between Wickham and Cockle Creek, providing safety benefits for passengers and train crews on this track portion since.

The system is being installed on train fleets and across our electrified rail network, including the South Coast Line as far as Kiama, the Blue Mountains Line to Lithgow, and the Central Coast/Newcastle Line.

Innovation at Port Botany – Cargo Movement Coordination Centre

We established the Cargo Movement Coordination Centre in 2014 to better coordinate the activities of the landside supply chain at Port Botany, Port Kembla and Regional NSW.

The centre is working with key stakeholders through the Port Botany Rail Optimisation Group to improve efficiency at Port Botany Rail and the throughput of rail in and out of Port Botany.

Total throughput volume at Port Botany in 2018-19 was 2,640,376 TEUs (twenty-foot equivalent units), an increase of 26,670 TEUs (just over one per cent) from 2017-18.

Truck turnaround times at Port Botany decreased to 28.40 minutes in 2018-19, approximately 10 minutes less than in 2011-12.

Transport Connected Bus

Technology has changed the way people in urban areas interact with transport. In 2018-19, we began working with leading technology providers with the view of creating a better experience for our regional customers and operators through the Transport Connected Bus Program.

As the program is rolled out, we will provide innovative technology solutions to empower regional customers with real or near real-time information from Transport websites and mobile apps, including location and estimated arrival times.

Operators will also be able to keep services running on time and connect with customers in new ways. They will have access to valuable service data to help streamline operations, improve customer safety and assist in future service planning and budgeting for service and bus fleet requirements. With sound patronage information, they will also spend less time manually collecting and validating service data for reporting.

Phase one of the implementation of the Transport Connected Bus Program will start in the last quarter of 2019. It will include the centralised collection and publishing of rural bus timetables and route information to our Trip Planning (transportnsw.info) website and Open Data. Using our data channels, developers can create the next generation of real-time transport apps. This means members of the public can access live Transport timetables and other datasets via these data portals.

The program will trial operational technology to enable the tracking, patronage counting, and contract performance reporting of about 3000 vehicles operating under rural and regional bus service contracts.

Connected Automated Vehicle Trials

We are leading a growing portfolio of automated vehicle trials in NSW that are aligned to outcomes in *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 to contribute to the development of the regulatory, policy and safety frameworks for connected and automated vehicles.

Connected and Automated Vehicle technology is emerging rapidly, and has the potential to significantly improve safety, mobility and productivity outcomes for passenger transport and freight customers across NSW.

NSW has developed a significant program of work to set the strategic vision for this technology and prepare to unlock their wider scale benefits by developing trials that encourage innovation and create a pathway to mass deployment.

In 2018-19, Transport for NSW, along with a significant number of partners, had fully automated shuttles operating in real-world environments. The projects included:

- the NSW Smart Shuttle at Sydney Olympic Park, which explores how this new technology can improve customer mobility and interact safely with others within the precinct
- the Armidale Regional Driverless Initiative trial, which successfully operated a timetabled transport service to the University of New England campus
- the Coffs Harbour 'BusBot', which operated a world-first on-demand automated shuttle service for residents in the Marian Grove Retirement Village.

In 2018-19, we started development of a trial in Dubbo, which will begin testing in 2019-20 and use a crew-cab utility, retrofitted with automation capabilities, to provide automated ride share services between Dubbo Airport, Dubbo CBD and Taronga Western Plains Zoo. The trial will also explore the development of kangaroo detection and avoidance technology, which has the potential to save lives on regional roads.

In October 2018, we completed the Automated Vehicle Infrastructure Initiative trial in partnership with Transurban and eight vehicle manufacturers. The trial assessed the compatibility of Sydney's motorway infrastructure with available automated vehicle technology under various road and environmental conditions. In addition to collaborative trials and partnerships with industry, we work closely with the research and development community. We continue to

collaborate with Sydney University's Australian Centre for Field Robotics iMove Cooperative Research Centre to establish safety and mobility focused research projects to accelerate the benefits of automated vehicles for NSW.

The NSW Connected and Automated Vehicles Plan was launched in January 2019 and sets directions and actions for the next five years to prepare for and maximise community benefits from these vehicles.



Automated vehicle during trial

Concessions Opal card solutions

Transport for NSW made a one-off investment of more than \$3 million to modernise and redesign the end-to-end Concessions Opal card solution during 2018-19. This increased processing capacity and system performance to deliver a significantly improved customer experience during the business peak period from the beginning of the new school year in January to February 2019. Transport issued 250,000 new Opal Concessions cards and renewed 500,000 Opal cards during this peak period.

Managing our budget

During 2018-19, we continued to manage the Transport cluster's budget to deliver and grow transport services, and to build and maintain road, freight, maritime and public transport assets.

To achieve this, we used strategies and governance processes that enable flexible yet controlled financial management. This included managing the ongoing program of efficiency savings measures, which are implemented to ensure optimal delivery of transport services.

During 2018-19, we aimed to create a culture of cost reduction and revenue increase by encouraging our people to develop strategic solutions via better leveraging our assets to create sustainable revenue streams. We recognise that using innovative financing options is crucial to our long-term success and financial sustainability.

Reducing fare evasion at airport stations

In January 2019, we implemented changes at the airport stations to prevent customers with high negative balances on their Opal cards exiting at these stations.

As of the end of June 2019, more than 88,000 customers were required to top up their Opal cards before exiting. This has reduced negative exit risk by more than \$1.2 million for 2018-19.

Drive financial sustainability

Our Financial Sustainability Program has an explicit focus on being smarter with taxpayers' money. By taking a holistic view of our organisation, we are seeking ways to recover more of our costs and allowing reinvestment into improved services and customer technologies for the future. Financial sustainability takes both a near-term and longer-term view, working with our people and our industry partners to eliminate activities that do not add value to our customers and communities, and investing in initiatives and technologies that will enable a more effective use of Transport's resources. The program harnesses the knowledge and experience of our workforce, recognising that many of the best ideas come from those who work daily to provide services to our customers, but also seeks to incorporate leading practice from other jurisdictions and other industries.

Financial Management Transformation

Transport for NSW continues to support NSW Treasury's ongoing financial reform program, known as Financial Management Transformation, which aims to improve financial governance across the NSW public sector.

This year saw the enactment of the *Government Sector Finance Act 2018* which introduces a greater focus on performance, transparency, accountability and efficiency with respect to financial management within Transport agencies and throughout the government sector. Transport for NSW has worked with the cluster to facilitate a realignment of our budgeting and reporting during 2018-19 to reflect outcome budgeting that was introduced during the 2017-18 Budget.

Outcome budgeting is the framing of financial and performance information in the sector to focus on outcomes for the people of NSW. By shifting the focus from the amount of money being spent on activities or services to what is accomplished with resources provided, outcome budgeting aims to improve the quality of public spending, improve accountability for resource use and encourage innovation, contestability and cross-cluster collaboration.

Regional Community Infrastructure Program

The Regional Community Infrastructure Program delivers transport, community and economic benefits to regional areas of NSW through the repurposing of non-operational and/or life expired transport assets. The program has three main areas of focus.

Property repurposing

Identifies redundant land and property assets and engages with local communities and councils to seek ideas for improved precincts and places for community benefit and local economic stimulus. By partnering with all levels of government, community and industry on possible solutions, including funding sources and delivery, a sustainable program of initiatives has been developed. Current initiatives underway include: the Byron Bay Rail Precinct redevelopment, Big Little Histories of Canowindra art festival, Bathurst Railway precinct and museum, and the Mudgee Rail precinct.

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, railway carriages, office equipment and IT equipment. 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.

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

Work has been undertaken in 2018-19 to identify rolling stock that will be retired in the next 18 months to ensure that Second Life continues to maximise the benefits to communities and individuals across the state for many years to come. Successful initiatives include:

- Macksville: connects TAFE students with the main campus to promote collaboration, mentoring and job placements. In its first month, the bus transported 488 students
- Kempsey: conversion of a 14.5 metre bus into a static art gallery to enable young Indigenous students to display their art to the community.

Changing outlooks

A partnership with Corrective Services to engage minor offenders in site maintenance work, including improvement of rail precincts, establishment of community gardens, and large-scale pre-fabrication works to support the Second Life Program. Tangible outcomes are delivered for both communities and offenders through this program.

People Strategy

As we work towards the Future Transport Strategy, we need a corresponding strategy to support our workforce in its delivery for 2056.

We want to excite our people by demonstrating the type of workforce we will need, the work they will do and how it will feel working for Transport towards 2056.

Our People Strategy will help us build an increasingly engaged workforce that will help create the necessary organisational culture that will allow us to deliver for our customers, community and people.

The time is right to learn from our focus on customer experience and build a robust approach to our people, which will enable us to further extend our positive impact on customers.

Along with our People at the Heart principles, our People Strategy consists of four key pillars, containing key projects that will help define our program of work in the short and long term:

- future workforce strategy
- culture, engagement and leadership
- people experience
- people and culture foundations.

To deliver the best possible journey experience for our customers, we need a workforce that frees people to listen, act, think and lead, combined with a work experience and environment that unlocks creativity and collaboration.

A better understanding of our people is critical in order to achieve outcomes that matter for our customers - we will not only discover what our people have to say, but also what they want to do.

Next year will see us better harness the ideas across the Transport cluster to co-design solutions and engage and empower our people to deliver for our customers and the community.

Other key people enablers that were delivered this year include:

- our largest and most successful Leader Alliance ever – over 580 delegates attended our flagship leadership event focused on building the capability of our senior leaders
- we launched a cluster-wide leader forum to improve:
 - confidence from our leaders that we are listening and responding
 - common questions answered
 - visible leadership and content from the Secretary to cascade through the organisation
 - support for our leaders to drive the change in a positive way throughout the organisation
- we launched a streamlined Performance Development Review (PDR) process across the cluster, better aligned with the culture we need to succeed and focused on the conversations our people should be having with their leaders
- our streamlined talent acquisition processes have resulted in a cluster-wide 89.1 per cent satisfaction score with our hiring managers and better overall care of our candidates, who are also our customers.

Driving diversity – women in leadership and Aboriginal employment

Inclusion occurs when diverse people (e.g. of different ages, cultural backgrounds and genders) feel valued and respected, have access to equal opportunities and resources, and can contribute their perspectives and talents to improve the organisation. Creating an inclusive workplace is fundamental to maximising diversity to represent the customers and community we serve, and creating a successful organisation.

During 2018–19, we celebrated events such as International Women’s Day, Harmony Day, NAIDOC Week, National Reconciliation Week, Wear it Purple Day, International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT), and the Sydney Gay and Lesbian Mardi Gras to support our commitment to workplace diversity.

We continued to focus on increasing representation of women in leadership roles and the representation of Aboriginal people at all levels of responsibility. We

also implemented strategies for attraction, retention as well as executive sponsorship to support and advance increased diversity.

In 2019–20, we will continue to identify opportunities and develop plans to increase female and Aboriginal representation in senior and non-traditional roles. Our focus on people with a disability will also increase.

Women in leadership

The Transport for NSW executive endorsed an aspirational Transport cluster target of 34 per cent of women in leadership roles for the 2018–19 financial year. As at June 2019, we had 30.7 per cent of leadership roles held by women in the cluster. This was up from 28.3 per cent at June 2018.

This year we strongly encouraged, on an if-not-why-not basis, a minimum of 50 per cent women on interview shortlists for senior executive and senior manager roles, and saw six more cohorts through the Connecting Women Forum for future leaders. Transport for NSW sponsored a range of community engagement activities including the University of NSW Women in Engineering and University of Wollongong STEM Camp for Girls.

Aboriginal employees

In 2018–19, Aboriginal representation increased from 1.4 per cent to 1.9 per cent across the cluster, and we implemented a number of strategies to improve the recruitment, development and retention of Aboriginal people across our workforce. This year, we matured our approach to diversity and inclusion with targeted recruitment campaigns, Aboriginal Maritime Services Traineeship programs and VET Cadet programs. In addition, we employed 12 Aboriginal trainees and apprentices.

More than 440 people attended our Aboriginal Cultural Education Program and 11 Aboriginal employees graduated from the Aboriginal Career Development and Mentoring Program with ten senior service leaders being mentors. We also supported our Aboriginal employees by providing access to opportunities, such as the cluster-wide Aboriginal Staff Forum.

We launched our Reconciliation Action Plan in August 2019, which will see further improvements in Aboriginal outcomes over the next two years.

Flexible working practices

We support the NSW Premier's commitment to making all jobs flexible on the basis of 'if not, why not'. During 2018-19, we worked to build capabilities that enable managers to lead flexible teams, build a flexible working culture and encourage employees to have discussions about flexible solutions to help them best balance work and life.

We continued to roll out the Conscious Inclusion and Managing Agile Teams programs that help managers feel confident adopting and managing flexible working within their teams. We also rolled out the Staying Connected, a program that provides support to employees and their managers throughout parental leave to assist transition back into the workplace.

Our Flexibility Works Program promotes the use of flexible hours, working from alternative locations, working from home, and exploring additional ways of working flexibly. We partnered with the Public Service Commission to look at how teams can work differently to support flexible options, particularly for shift and rostered workers. We are currently trialling a job share platform that provides information and resources for employees and managers and helps advertise and connect possible job share pairs, to increase the number of employees who take up part-time work as part of a job share team.

Showcasing employee excellence

The Transport Awards celebrate the achievements of employees from across the Transport cluster. In 2018-19, our employees were recognised in ten award categories aligned to our values and four specialist awards: for Outstanding Talent of the Year, Champion of Diversity and Inclusion, Project Team of the Year, and the Secretary's Award for Individual Excellence.

The Premier's Awards for Public Service recognise the outstanding achievements and contributions of public servants and their peers and partners in the private and non-government sectors. There are 13 award categories to showcase achievements and progression towards the NSW Premier's priorities. In 2018-19, we were well represented with six finalists and two winners. Both winners were awarded for outstanding achievements in the 'Delivering Infrastructure' category.

In addition, we had five inspirational senior leaders named on the inaugural Top 50 NSW Public Sector Women List and three employees recognised on the 2019 Australia Day Honours List.

Provide customer-centred services to our people

Transport for NSW supports the delivery of a modern, cluster-wide end-user environment that turns technology into an enabler for mobility, collaboration and innovation. Key transformation activities undertaken during 2018-19 include:

- **Adopted collaboration tools to enhance new ways of working.** We deployed Microsoft's Office 365 productivity suite to all staff to enhance the collaboration experience and introduce new and better ways of working. Training, combined with the deployment of new features and capabilities over the coming year, will further improve productivity, flexibility and collaboration
- **Enhanced our working environments.** We completed the transformation of more than 300 network sites across the cluster, including regional and metropolitan sites, and removed three disparate networks to simplify ongoing support. This delivered a fit-for-purpose network at these sites with the appropriate capacity and performance to cater for business needs. The remaining sites will be upgraded in the coming year
- **An IT Investment governance model was implemented.** This brought the right business and technology people together across the Transport cluster to provide effective IT investment decisions and business outcomes. The model, together with the Cluster IT Delivery Plan, significantly improved the governance of IT budget creation and expenditure by giving full visibility and transparency of all IT initiatives (projects and programs from all sources of capital and recurrent funding).



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EMERGENCY DOOR

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Sydney Trains

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Corporate governance





City Ferries

Transport
Sydney Ferries

WORK SAFE

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

In 2018-19, 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.

Digital Information Security Annual Attestation



Transport
for NSW

Cyber Security Annual Attestation Statement for the 2018-2019 Financial Year for Transport for NSW

I, Rodd Staples, am of the opinion that Transport for NSW is approaching cyber security in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

In line with the NSW Government Cyber Security Policy, Transport for NSW has identified its critical assets and has an ongoing program of work to identify and assess the changing security threats, manage new and current risks and implement appropriate controls.

Governance is in place to manage the cyber-security maturity and initiatives of Transport for NSW.

There exists a current cyber incident response plan for Transport for NSW, the core principles and supporting framework of which were collaboratively tested during the reporting period.

A mix of reviews, audits and certifications of the Agency's ISMS were undertaken, in addition to reporting against the Mandatory Requirements of the NSW Government Cyber Security Policy and found to be adequate or findings being addressed through the program of work as appropriate.

A handwritten signature in black ink, appearing to read 'R. Staples'.

Rodd Staples

Secretary

29 August 2019



Internal Audit and Risk Management Attestation for the 2018/19 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 Commenced	Term Finishes
Carolyn Burlew (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



↑ Platforms ↑

Appendices





Appendix 1: Management

Management and structure as at 30 June 2019

Department of Transport

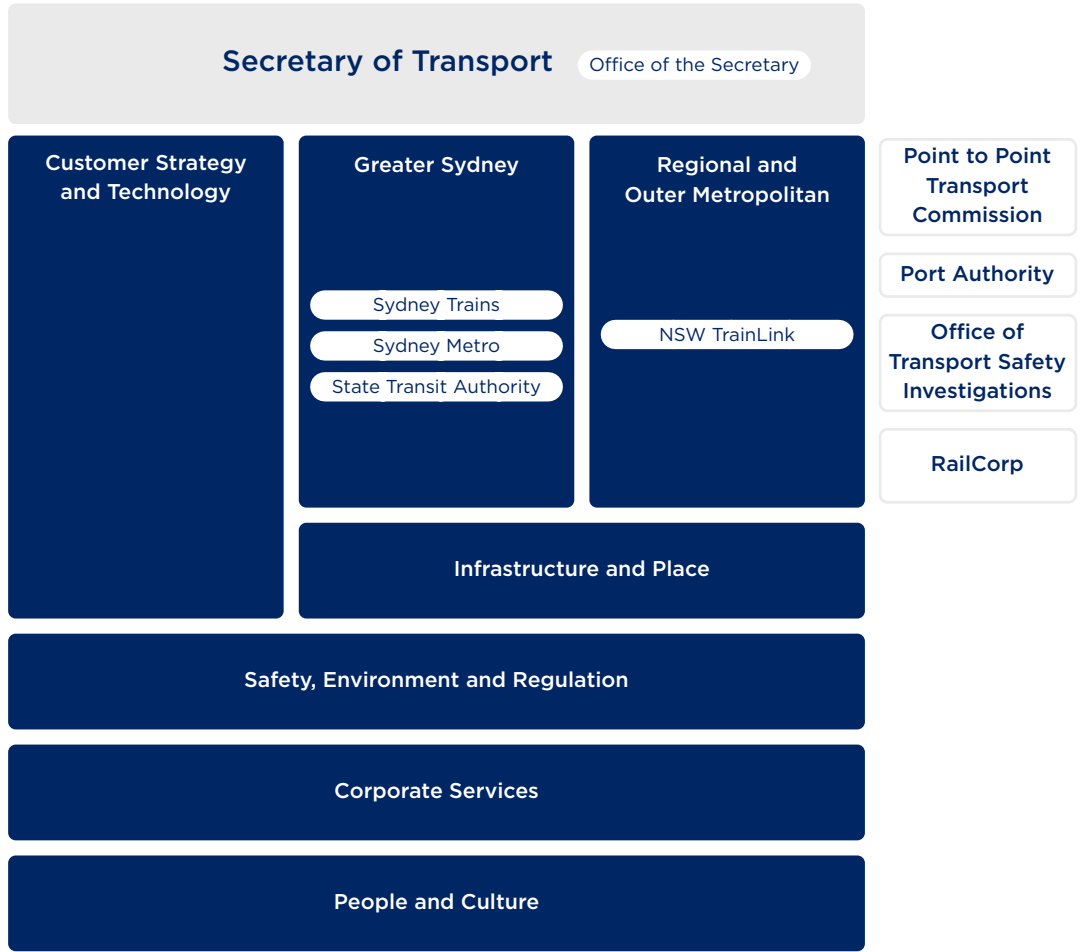
Name	Position	Qualification
Rodd Staples	Secretary	Bachelor of Engineering (Civil) Master of Finance (Business)

Transport for NSW

Name	Position	Qualification
Anne Hayes	Deputy Secretary Corporate Services, Chief Financial Officer	Bachelor of Accountancy Graduate member of Australian Institute of Company Directors Member of Institute of Chartered Accountants of Scotland Member of Chartered Accountants Australia and New Zealand
Anthony Braxton-Smith	Deputy Secretary Customer Services Until 13/10/2018	Master of Business Administration
Clare Gardiner-Barnes	Deputy Secretary Freight, Strategy and Planning Until 31/05/2019	Master of Social Welfare Administration and Planning Grad Dip Arts (Leadership Studies) Dip Teach (Primary) Companion of Engineers Australia
Elizabeth Mildwater	Deputy Secretary Greater Sydney	Master of Contemporary Asian Analysis Bachelor of Laws (Hons) Bachelor of Economics Advanced Management Program, Harvard Business School
Kirsten Watson	Chief People Officer	Executive Master, Public Administration, ANZSOG Bachelor of Business (Organisational Communication) Graduate Certificate Change Management
Matthew Fuller	A/Deputy Secretary Regional and Outer Metropolitan	Graduate member of Australian Institute of Company Directors Fellow - Winston Churchill Memorial Trust

Name	Position	Qualification
Rachel Wheeler	A/Deputy Secretary Customer Strategy and Technology	Bachelor of Business Management Design Thinking for Innovation, Stanford University
Peter Regan PSM	Deputy Secretary Infrastructure and Place	Bachelor of Commerce (Accounting and Finance) Member of Chartered Accountants Australia & New Zealand
Stephen Troughton	Deputy Secretary Infrastructure and Services Until 16/02/2019	Master of Business Administration in Engineering Management Bachelor of Engineering (Hons) in Civil Engineering Fellow of Engineers Australia Member of Institution of Civil Engineers (UK)

Transport cluster structure



Organisational structure of Transport for NSW as at 1 July 2019.

Transport Advisory Board

The *Transport Administration Act 1988* provides for the establishment of the Transport Advisory Board to provide advice on matters referred to it by the Minister and the Secretary. The board met last in July 2016 following a recommendation from the

NSW Government's Eliminating Duplication Initiative that the board was no longer required. Treasury has been leading the drafting of legislation to implement the recommendations of the Eliminating Duplication Initiative.

Major projects

Transport for NSW	Location	Status as at 30 June 2019	Planned actual completion date	Announced estimated total cost (\$'000)	2018-19 expenditure (\$'000)	Expenditure in previous years (\$'000)
B-Line	Mona Vale - Wynyard	Construction /Operations	2019	512,000	102,369	327,373
Bus Priority Infrastructure ^(b)	Various	Planning	n.a.	n.a.	997	934
CBD and South East Light Rail ^(c)	Circular Quay to Randwick - Kingsford	Construction	2020	n.a.	338,457	492,121
Circular Quay Precinct Renewal (Planning)	Sydney	Planning	n.a.	n.a.	11,371	16,644
Country Rail Capital Maintenance ^(a)	Various	Construction	n.a.	n.a.	72,320	0
Faster Rail - Sydney to Newcastle (Planning) (State and Federal Funded)	Various	Planning	n.a.	n.a.	6353	0
Fixing Country Rail Pilot Program	Various	Planning	n.a.	n.a.	630	9628
Intelligent Congestion Management Program (Stage 2)	Various	Delivery	n.a.	n.a.	26,131	18,935
Lower Hunter Freight Corridor (Planning)	Hexham - Fassifern	Planning	n.a.	n.a.	846	1429

Transport for NSW	Location	Status as at 30 June 2019	Planned actual completion date	Announced estimated total cost (\$'000)	2018-19 expenditure (\$'000)	Expenditure in previous years (\$'000)
Macquarie Park Transport Interchange (Planning) (State and Federal Funded)	Macquarie Park	Planning	n.a.	n.a.	387	830
Main Western Rail Line Capacity Enhancements - Stage 1	Lithgow - Dubbo	Construction	n.a.	n.a.	14,787	5593
New Buses to Cater for NSW Services ^{(a),(d)}	Various	Delivery	n.a.	n.a.	208,045	0
Newcastle Light Rail	Newcastle	Complete	2019	585,000	132,387	450,362
Parramatta Light Rail Stage 1	Westmead - Carlingford	Pre-construction/Construction	2023	2,400,000	337,586	256,962
Parramatta Light Rail Stage 2 (Planning)	Rydalmere - Sydney Olympic Park	Planning	n.a.	n.a.	18,203	2830
Transport Access Program - Council Assets ^(e)	Various	Construction	n.a.	n.a.	617	21,643
Western Sydney Long-term Strategic Transport Corridor Preservation	Various	Planning	n.a.	n.a.	11,888	0

(a) Annual Program

(b) Costs shown are only for Transport for NSW portion of the costs. Bus Priority Infrastructure Program delivered jointly by Transport for NSW and Roads and Maritime Services

(c) Excludes the contribution from the City of Sydney

(d) Includes Finance Leases

(e) Includes prior year adjustment for Transport Access Program assets transferred to RailCorp

Customer response

Introduction

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

A Complaint and Feedback Management Standard is in place, which defines the minimum mandatory requirements to meet the commitments outlined in the Transport Customer Complaints and Feedback Policy.

The policy conforms to the NSW Ombudsman's *Commitments to Effective Complaint-Handling* including:

- treating complainants with respect
- providing clear information on and accessibility for making complaints
- setting good communication standards with customers
- ensuring our employees take ownership of complaints
- ensuring our responses are timely
- ensuring the 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 are 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.

During 2018-19, we received a total of 18,461 customer complaints. This included 10,620 online via transportnsw.info, 3858 by phone and the remainder (3983) via letter, direct email, social media (Facebook Messenger) or apps (Feedback2Go and Opal Travel App). In addition, we received 6137 compliments and suggestions.

Complaints predominately expressed concerns around:

- transport service levels and planning
- Opal Travel App functionality, closely followed by information issues regarding other apps
- Transport Info Website – issues related to website functionality and information availability
- the issue of the School Student Transport Scheme.

Customer satisfaction with public transport

Transport for NSW conducted an extensive Customer Satisfaction Survey with public transport customers in November 2018 and again in May 2019, with more than 24,000 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 (%)	2014-15 (to May 2015)	2015-16 (to May 2016)	2016-17 (to May 2017)	2017-18 (to May 2018)	2018-19 (to May 2019)
Train	88	88	89	86	89
Bus	88	89	89	89	91
Ferry	97	97	97	98	98
Light rail	92	96	90	92	91
Metro	-	-	-	-	95

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

- metro customers were surveyed for the first time, with overall satisfaction at 95 per cent
- overall customer satisfaction for trains improved three percentage points, representing a return to the higher levels of 2016-17
- overall customer satisfaction with other public transport modes 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 2016)	2016-17 (to May 2017)	2017-18 (to May 2018)	2018-19 (to May 2019)
Private vehicle	85	85	83	85
Heavy vehicle	66	61	75	70
Motorcycle	83	82	89	87
Bicycle	82	87	87	85
Pedestrian	86	85	85	87

Although relatively stable overall, satisfaction among heavy vehicle drivers decreased by five percentage points, while still remaining above earlier levels.

Customer satisfaction with point to point transport

Consistent with surveys of other modes, we conduct an annual survey of customer satisfaction with the point to point transport services that we regulate. Results are summarised below.

Customer satisfaction (%)	2014-15 (to May 2015)	2015-16 (to May 2016)	2016-17 (to May 2017)	2017-18 (to May 2018)	2018-19 (to May 2019)
Taxi	84	81	81	86	86
Ride share	na	na	88	92	91
Hire car	na	na	85	91	86

Of note, when compared to financial year 2017-18, overall customer satisfaction remained largely stable for taxi and ride share customers. However, satisfaction amongst hire car customers decreased by four percentage points compared to the elevated level of the preceding 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 ISO 31000).

Risk management is integrated into our corporate strategy, business planning and project planning processes, with risks proactively identified during planning stages of activities, and appropriate mitigations then put in place. Risks and mitigations are updated and tracked through committee and performance meetings.

The Transport for NSW Executive performs regular reviews of our enterprise risk profile and monitors risk management performance mitigation strategies. There is a Risk Community of Practice for risk practitioners and other subject matter experts to develop skills and share learning on how to best support the effective management of risk at Transport for NSW.

The Transport for NSW independent Audit and Risk Committee reviews the currency and effectiveness of the risk management processes implemented by management to effectively identify and manage risks. The Committee invites members of the Transport Executive to attend meetings each quarter to discuss key risks and mitigation strategies. The Audit and Risk Committee invites a member of the Transport for NSW Executive to attend each quarterly meeting to discuss key risks and mitigation strategies.

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

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

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

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

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

Appendix 2: Finance

Funds granted to non-government community organisations

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

The grants program provides funding for people with limited or no access to private transport, and those who have difficulty accessing public transport. During 2018-19, we distributed a total of 47 grants to non-government community organisations, with funds totalling \$703,980. In addition, 16 projects totalling \$225,071 were granted to local councils and schools.

These initiatives are summarised in the table below.

Organisation	Grant purpose	Amount
New England Sector Support Group	<p>New England Koori Knockout - October 2018</p> <p>We subsidised the cost of attending the Aboriginal Football Knockout held in Dubbo for Aboriginal people in the New England region. This enabled access to the knockout for people that otherwise would be unable to go. The knockout is a major cultural gathering for Aboriginal people.</p>	\$6000
Oxley Community Transport	<p>Old Men New Ideas Adventures (OMNI) - October 2018-September 2020</p> <p>We are providing monthly minibus trips (over two years) for 20 elderly, isolated men who are members of the Old Men New Ideas group in Tamworth. This enables them to participate in social inclusion activities via day trips to outlying towns and sights of interest, including cultural events in the Tamworth region. The group is led by 90-year-old Jim and 80-year-old John. Social inclusion has been proven to improve mental and physical health and quality of life outcomes for the over 70 years male demographic.</p>	\$8000
New England Sector Support Group	<p>Culturally and linguistically diverse community transport project - March-September 2019</p> <p>This project allows newly settled refugees in and around Armidale access to employment, specialised education and some cultural outings on a 21-seater minibus hired from a local operator. It allows refugees access to education at TAFE, some cultural events that happen outside of normal route services, as well as employment at Costa Farms, which are located 40km away on the northern side of Guyra. There is no public transport to and from Costa Farms, which supplies tomatoes and other produce, and is one of the few industries in the local government area that offer employment options for unskilled labour.</p>	\$38,269

Organisation	Grant purpose	Amount
New England Sector Support Group	<p>Mungindi to Macquarie Elders Olympics - April 2019</p> <p>We provided chartered coach transport for 36 Aboriginal Elders and four support workers from Moree and Mungindi, to the Elders Olympics, held 9-13 April, in Port Macquarie, NSW. In addition, we provided transfers to/from events during the three-day event. Spare seats were made available to other teams from the North West. Transport is an essential factor in the delivery of the overall program. The project aims to promote health, education and self-management strategies for Aboriginal people with chronic and complex care needs. Aboriginal Elders attend local health sessions throughout the year, with the Olympics being an important event on the calendar. It provides an opportunity to meet up with old friends, share stories and have fun.</p>	\$5000
New England Sector Support Group	<p>Inverell to Macquarie Elders Olympics April 2019</p> <p>We provided chartered coach transport for 45 Aboriginal Elders and two support workers from Inverell and Glen Innes to the Elders Olympics in Port Macquarie, NSW. In addition, we provided transfers to/from events during the three-day event. As with the project above, the event is keenly anticipated throughout the community and has many benefits. Transport is essential to the program's delivery.</p>	\$4380
Amaroo Local Aboriginal Lands Council	<p>Amaroo Transport Project May 2019-December 2020</p> <p>We provided:</p> <ul style="list-style-type: none"> • transport to assist Aboriginal people attending local observation days, women's days and NAIDOC celebrations • a weekly bus from Summervale Aboriginal community into Armidale or Uralla to enable community access to shopping and health services • a monthly bus from Walcha to Armidale or Tamworth. <p>Armidale and Tamworth are larger centres and have a greater variety of shops, a movie theatre and visiting health specialists. Other trips may include taking Elders to Tamworth for social activities, such as line dancing, and to attend health clinics. In addition, we transported Aboriginal youth to Tamworth to participate in a program.</p>	\$16,000
Port Macquarie Neighbourhood Centre	<p>Driving the Future of the Hastings - Year 3 January 2019-December 2020</p> <p>This project provides training for up to 75 people to enable them to obtain their Medium Rigid Drivers Licence. It builds on the work undertaken and the lessons learned from the Driving the Hastings project. Participants who gain their licence also have access to training at TAFE for a basic diesel mechanics course specifically designed for this project and can go on to obtain their Bus and Coach Driver Authority. This additional training provides added confidence when driving for their community. Those that successfully gain their licence are required to volunteer a minimum of 30 hours to their community.</p>	\$40,000

Organisation	Grant purpose	Amount
Port Macquarie Neighbourhood Centre	Let's Learn Together – August 2018–August 2021 This project aims to assist 35 to 40 young people obtain their provisional drivers licence, giving priority to participants with children, especially single mothers. It is expected that the greatest proportion of the participants will be in the 25 to 30 years age bracket. People over 25 years do not have to complete 120 hours of supervised driver training, which means more people can participate in this project.	\$45,000
Manning and Area Valley Community Transport Group	Koori Knockout Manning – October 2018 We subsidised the cost of attending the Dubbo Aboriginal Football Knockout for Aboriginal people in the Manning and Great Lakes regions. The project enabled access to the knockout for people who otherwise would be unable to go. The knockout is a major cultural gathering for Aboriginal people.	\$2000
Hastings Macleay Community Transport	Koori Knockout Hastings – October 2018 We subsidised the cost of attending the Dubbo Aboriginal Football Knockout for Aboriginal people in the township of Port Macquarie and outlying communities in the Hastings and Macleay Valleys. The project enabled access to the knockout for people who otherwise would be unable to go. The knockout is a major cultural gathering for Aboriginal people.	\$1500
The Community Transport Company	Koori Knockout Coffs – October 2018 We subsidised the cost of attending the Dubbo Aboriginal Football Knockout for Aboriginal people in the Coffs Harbour, Bellingen and Nambucca Valley regions. The project enabled access to the knockout for people who otherwise would be unable to go. The knockout is a major cultural gathering for Aboriginal people.	\$1500
Tweed Byron Ballina Community Transport	Koori Knockout Northern Rivers – October 2018 We subsidised the cost of attending the Dubbo Aboriginal Football Knockout for Aboriginal people in the Northern Rivers region. The project enabled access to the knockout for people who otherwise would be unable to go. The knockout is a major cultural gathering for Aboriginal people.	\$5000
Hastings Macleay Community Transport	Brothers in Arms (Knockout) – October 2018 We subsidised the cost of attending the Dubbo Aboriginal Football Knockout for Aboriginal people in the Port Macquarie and Kempsey regions. The project enabled access to the knockout for people who otherwise would be unable to go. The knockout is a major cultural gathering for Aboriginal people.	\$800
Bularri Muurlay Nyanggan Aboriginal Corp	More Learnings – January 2019–December 2020 We provided free transport home for Aboriginal youth that attend after-school tuition and cultural learnings at the Yarrawarra Aboriginal Cultural Centre (which is halfway between Coffs Harbour and Grafton). For the young people in the area, accessing services through affordable transport is key to their attendance at programs.	\$20,000

Organisation	Grant purpose	Amount
Hastings Macleay Community Transport	Now We're Working - December 2018 We subsidised the cost of a regular transport service to Port Macquarie for people in Kempsey who cannot access existing public transport. We provided the service a minimum of three days per week, which ensured delivery of a culturally appropriate and affordable service.	\$10,000
Upper Macleay Preschool Inc.	Will We Get There Febuary 2019-January 2021 We are providing free transport for up to 16 pre-school-aged children attending the Upper Macleay Preschool in Willawarrin, 30km north-west of Kempsey. This provides access to the preschool for isolated and disadvantaged children living in the Upper Macleay, including access for Aboriginal children living in Bellbrook, 24 kilometres to the west.	\$23,000
Macleay Vocational College	No Vacation - February 2019-May 2021 We provided free and supported transport for young people attending the Macleay Vocational College in South Kempsey. The college's small commuter bus transports the students as far north as Nambucca Valley and as far south as Manning Valley. Students are encouraged over time to become independent and responsible for how they get to the college.	\$35,000
Homebase Youth Services Inc. (Community Resources Limited)	Cultured Youth - March-July 2019 We provided transport for disadvantaged Aboriginal youth to perform at and attend NAIDOC 2019 celebrations in the Forster-Tuncurry area.	\$3500
Homebase Youth Services Inc. (Community Resources Limited)	Twin Towns - February 2019-January 2020 We are providing free, door-to-door transport to Forster-Tuncurry for Aboriginal youth living in the more isolated communities in the region, such as Nabiac and Karuah. The transport was provided using small commuter buses sourced from the community and driven by suitably qualified staff from Homebase Youth Services.	\$16,000
Tweed Byron Ballina Community Transport	Kinship Festival 2019 February-May 2019 We provided coordinated transport for people from Grafton to the Tweed wishing to attend or participate in the Murwillumbah Kinship Festival in May 2019.	\$5000
Upper Macleay Preschool Inc.	Willawarrin Wanderers - March 2019-February 2021 We are providing transport for preschool-aged children attending the Upper Macleay Preschool in Willawarrin to day excursions. The project also facilitated access to sporting and recreational activities for other groups in the communities of Willawarrin and Bellbrook on weekends. Willawarrin is approximately 30km north-west of Kempsey, with Bellbrook being a further 24km away.	\$13,200
Macleay Vocational College	Just Reward - April 2019-March 2021 We provided free and supported transport for young people attending the Macleay Vocational College in South Kempsey to cultural, social and recreational activities. The transport is provided within a distance that allows for same-day return travel.	\$12,000

Organisation	Grant purpose	Amount
Homebase Youth Services Inc. (Community Resources Limited)	<p>Driving the Lakes - April 2019-May 2021</p> <p>This project facilitates the training of at least 12 volunteer bus drivers in the Great Lakes region. These drivers will deliver transport for the community. Previous experience with driver training initiatives has shown that once engaged, participants provide hundreds of hours of driving back to their community and also achieve employment. This can have a significant impact on the individual as well as the communities in which they live.</p>	\$18,000
Settlement Services International	<p>No Barriers - April 2019-March 2021</p> <p>We provided subsidised transport for up to two school terms for recently arrived refugee school children that are housed within the exclusion zone for free school travel. Along with giving enough time for the refugees to settle in more permanent accommodation and allow eligibility for bus pass travel cards to be determined, this time period enables the children to develop road awareness, language skills and a social network, which supports them walking to school. Coffs Harbour City Council became a Refugee Welcome Zone in 2008. Since 2005, around 1000 refugees have settled in the area.</p>	\$8000
Murwillumbah Community Centre Inc.	<p>Kids Count May 2019-April 2021</p> <p>This project provides free door-to-door transport two days per week for Aboriginal children so they can attend a school readiness program at the Possums Preschool in Condong. The transport was delivered using a hired community bus. The children targeted are from at-risk families and from some of the most disadvantaged families in the Tweed area.</p> <p>The transport is provided by community buses driven by an Aboriginal driver trained through the 2014-15 transport grant project, Community Driven Tweed Byron Ballina.</p>	\$20,000
Home Assistance and Regional Transport Services Inc. (HART)	<p>Aiming High June 2019-October 2021</p> <p>This project provides a coordinated group transport for high-school-aged Aboriginal youth in the Northern Rivers area, ensuring they can participate in the AIME Mentoring program, which supports their transition from secondary to tertiary education. Providing free transport removes isolation or financial circumstance as a barrier to attending.</p>	\$30,000
Home Assistance and Regional Transport Services Inc. (HART)	<p>HART of NAIDOC 2019 May-July 2019</p> <p>This project provided free or heavily subsidised door-to-door transport for Aboriginal people in the Kyogle, Lismore and Richmond Valley areas to participate in NAIDOC 2019 celebrations.</p>	\$3000
Homebase Youth Services Inc. (Community Resources Limited)	<p>Great Lakes NAIDOC 2019 - May-July 2019</p> <p>We provided free transport for disadvantaged Aboriginal youth to perform at and attend NAIDOC 2019 celebrations in the Forster-Tuncurry area. The transport was provided using community-based buses driven by the staff of Homebase Youth Services.</p>	\$3500

Organisation	Grant purpose	Amount
Murwillumbah Community Centre Inc	Still Caring - June 2019-June 2021 The project provides free door-to-door transport for Aboriginal families living in outlying communities to enable young people to attend the Murwillumbah Community Centre's after school and school holiday activities. A hired community bus was driven by an Aboriginal driver.	\$17,000
South Narrabeen Surf Lifesaving Club Inc.	Bush to the Beach - January 2019 The project provided chartered coach transport for 40 Aboriginal children and eight Elders from Brewarrina to South Narrabeen in Sydney. This included some local transfers when in Sydney.	\$9428
Bathurst Community Transport	Bathurst Young Mob (Knockout) - October 2018 This project subsidised the cost of attending the Dubbo Aboriginal Football Knockout for Aboriginal people in the Bathurst region. The project enabled access to the knockout for people who otherwise were unable to go. The knockout is a major cultural gathering for Aboriginal people.	\$3000
Gulgong Chamber of Commerce	Getting to Gulgong - December 2018-December 2020 This trial project provides affordable and coordinated transport to Gulgong for people living in the rural communities surrounding Gulgong. The service will operate over 24 months at a minimum of three days per week. It will also operate into the evening if needed.	\$25,000
Live Better Services Inc (previously Far West HACC Services Inc)	Diminishing the Distance - February 2019-December 2021 This project will provide affordable transport to isolated and disadvantaged people living in Broken Hill and surrounding communities, giving them access to social and recreational activities in areas such as Dubbo and Mildura.	\$20,000
Nyngan Preschool	Big World - February 2019-January 2021 This project will provide culturally appropriate and affordable transport so preschool children living in the Nyngan area can access school transition, cultural events/sites and extra learning activities, and attend school transition to outlying schools such as Hermidale, 46km west of Nyngan. Transport is provided around five times per term. This ensures that the impact on the children is minimised, along with the transport costs.	\$17,000
Neighbourhood Central	Food for Thought - March 2019-June 2021 This project provides free door-to-door transport for disadvantaged Aboriginal youth in Parkes, Forbes and Peak Hill to a breakfast program at the Parkes PCYC, Forbes PCYC and the Peak Hill Hub.	\$36,000
Wyalong and District Community Transport Group	Not So Bland - March 2019-February 2021 This project provides options for young people in the Bland area to attend supervised activities in neighbouring centres. The door-to-door transport enables them to attend weekend social functions and other organised activities in the school holidays. Volunteer supervisors were also on the bus.	\$20,000

Organisation	Grant purpose	Amount
Wyalong and District Community Transport Group	<p>Cultural Connections - March 2019-February 2021</p> <p>This project subsidises the cost of group transport for Aboriginal Elders in the Bland area so they can attend cultural, social or recreational group outings. The transport includes local outings, as well as travel to other centres such as Griffith and Canberra, and may include overnight trips.</p>	\$17,000
Wyalong and District Community Transport Group	<p>Wyalong NAIDOC 2019 - May-July 2019</p> <p>This project provided heavily subsidised or free door-to-door transport for Aboriginal people in the Bland area to participate in NAIDOC 2019 celebrations.</p>	\$3000
Live Better Services Inc (previously Far West HACC Services Inc)	<p>Let's Get Together Year 2 - March 2019-February 2020</p> <p>This project is providing transport for Aboriginal people in Broken Hill using a hired bus driven by volunteer drivers. Coordinated transport is being delivered seven days per week to meet the needs of the community. If this project is successful, it will pave the way to trial and implement a sustainable model of service delivery.</p>	\$64,000
Gulgong Chamber of Commerce	<p>Making Gains Gulgong - July 2019-June 2021</p> <p>This project provides coordinated, affordable, door-to-door group transport for people living in the greater Gulgong region, to larger centres such as Mudgee and Dubbo. The service will be provided as required. Consultation with the community and community service organisations will identify where people need or want to go. The chamber will assess demand and give priority to services that provide the greatest overall impact for the wellbeing of the community.</p>	\$23,000
Combined Countries	<p>Combined Countries under 17s Transport to Aboriginal Knockout in Dubbo - October 2018</p> <p>This project subsidised the cost of attending the Dubbo Aboriginal Football Knockout for Aboriginal people in the Campbelltown area. Transport was provided for 20 under 17 Aboriginal rugby league players, from Campbelltown to Dubbo and return, over the October 2018 long weekend.</p>	\$2588
Baabayn Aboriginal Corporation	<p>Baabayn Aboriginal Cultural Connections Weekend - November 2018</p> <p>This project provided transport for around 70 people from Emerton, Mt Druitt, to Gerringong in early November 2018 for a cultural exchange with Aboriginal communities in the Illawarra. This is an annual opportunity for Aboriginal families to get together.</p>	\$2836
Wagga Women's Health Centre	<p>Safe To Go (Wagga Wagga) - May 2019-May 2020</p> <p>This project helps women in Wagga Wagga and surrounding areas access emergency transportation in times of crisis. This significantly increases opportunities for women to access safety and supports. It can also reduce social or geographic isolation barriers, and provide women with more choices during times of danger and crisis. We provide taxi fares or transport vouchers (for forms of transport other than taxis).</p>	\$9026

Organisation	Grant purpose	Amount
St Vincent de Paul Society	<p>Connect and Play Program - Supporting Isolated Women and Children - May-December 2019</p> <p>This project provided transport for vulnerable refugee women and their under-school-aged children to and from a 'Connect and Play' program.</p> <p>Wagga Wagga City Council Family Day Care, NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors, Multicultural Council Wagga Wagga, Community Health and Red Cross are all engaged in this project.</p>	\$2182
Wellways Australia	<p>Strengthening Connections to Culture - Aboriginal Healing Event - May 2019</p> <p>This project provided transport to enable a number of Aboriginal community members from the Riverina Murray region to attend the Strengthening Connections to Culture Aboriginal Healing event near Leeton in May 2019. Two transport routes originating from Albury and Tumut were provided.</p>	\$5690
Rixons Bus Service	<p>Coast to Canberra Daily Shuttle Service - Year 3 Extension July 2018 - November 2018</p> <p>This project ensured the continuance of daily return services from the South Coast to Canberra. Rixons Bus Service is demand-responsive and adjusts the route to enable home pick up for customers and deliver them to their destination in Canberra.</p>	\$29,166
South Coast PCYC	<p>Nations of Origin Far South Coast - July 2019</p> <p>The project provided transport assistance for Aboriginal young people from the Far South Coast and their supervisors to attend the Nations of Origin sporting event held in Raymond Terrace in July 2019. Transfers to and from the accommodation were also provided.</p>	\$4415

Transport for NSW administered community grants

Transport for NSW works with many organisations administering grants. These organisations, the programs and the funding received during 2018-19 are detailed in the following table.

- Transport for NSW performs the contract management of the Commonwealth Home Support Program on behalf of the Australian Department of Health. This program funds transport to provide trips for older, frail, aged people and their carers
- The Community Care Support Program provides a comprehensive, coordinated and integrated range of basic maintenance and support services for people with disability and their carers
- Transport for NSW, on behalf of the NSW Government, delivers the Community Transport Program that provides public passenger services to people who do not have access to public or private transport because of location, time of travel, ability or affordability
- Transport for NSW performs the contract management of the NGO Health Grants Program on behalf of the NSW Ministry of Health. The program provides 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
- The NSW Government funding through the NDIS – Residual Transport subsidy will give NDIS registered community transport providers a subsidy allocation, which will be passed on to NDIS participants up until 30 June 2020. The subsidy applies to Community Transport operators who have a contract with Transport for NSW. These operators can use a range of vehicles such as mini buses, small buses or regular cars
- The Country Passenger Transport Infrastructure Grants Scheme (CPTIGS) has seen 124 projects completed, including 62 upgrades and 61 new shelters throughout rural and regional NSW, and the development of the Parkes Transit Lounge. CPTIGS provides subsidies to support the construction or upgrade of bus stop infrastructure generally owned and maintained by local councils across country NSW. The subsidies represent Transport for NSW's financial contribution towards improving the accessibility and quality of kerbside passenger transport infrastructure in country areas.

Organisation	Program	Funding (\$)
Access Sydney Community Transport Inc.	Commonwealth Home Support Program	3,577,870
	Community Care Support Program	14,329
	Community Transport Program	343,178
	NDIS – Residual Transport Subsidy	60,225
	NGO Health Grant	46,316
	Total	4,041,918
Activus Transport Inc.	Commonwealth Home Support Program	1,952,026
	Community Transport Program	66,728
	NDIS – Residual Transport Subsidy	16,159
	NGO Health Grant	25,204
	Total	2,060,117
ADSSI Limited	Commonwealth Home Support Program	701,597
	Community Transport Program	133,353
	NDIS – Residual Transport Subsidy	7,062
	Total	842,012

Organisation	Program	Funding (\$)
Australian Unity Home Care Service	Commonwealth Home Support Program	1,736,024
	Community Care Support Program	27,304
	Community Transport Program	825,003
	NGO Health Grant	49,464
Total		2,637,795
Awabakal Ltd	Commonwealth Home Support Program	258,060
	Community Transport Program	43,167
	NDIS - Residual Transport Subsidy	7,062
Total		308,289
Bankstown Canterbury Community Transport	Commonwealth Home Support Program	2,492,621
	Community Transport Program	120,992
	NDIS - Residual Transport Subsidy	26,461
	NGO Health Grant	24,500
Total		2,664,574
Baptist Community Services - NSW and ACT	Commonwealth Home Support Program	342,709
	Community Transport Program	61,522
Total		404,231
Bathurst Community Transport	Commonwealth Home Support Program	433,902
	Community Care Support Program	749
	Community Transport Program	147,572
	NDIS - Residual Transport Subsidy	12,738
Total		594,961
Bega Valley Community Transport	Commonwealth Home Support Program	389,776
	Community Transport Program	94,086
	NDIS - Residual Transport Subsidy	12,738
Total		496,600
Blue Mountains Aboriginal Culture and Resource Centre	Commonwealth Home Support Program	74,004
	Community Care Support Program	1,931
	Community Transport Program	24,444
	NDIS - Residual Transport Subsidy	5,874
Total		106,253

Organisation	Program	Funding (\$)
Bungree Aboriginal Association	Commonwealth Home Support Program	183,553
	Community Transport Program	49,268
	NDIS - Residual Transport Subsidy	12,738
Total		245,559
Clarence Community Transport	Commonwealth Home Support Program	1,384,934
	Community Care Support Program	2679
	Community Transport Program	178,874
	NDIS - Residual Transport Subsidy	13,200
	NGO Health Grant	79,396
Total		1,659,083
Coast And Country Community Services Ltd	Commonwealth Home Support Program	1,560,977
	Community Care Support Program	40,136
	Community Transport Program	477,213
	NDIS - Residual Transport Subsidy	71,533
Total		2,149,859
Community Connect Transport Services	Commonwealth Home Support Program	1,176,957
	Community Transport Program	82,797
	NDIS - Residual Transport Subsidy	46,662
Total		1,306,416
Community Transport Central Coast	Commonwealth Home Support Program	3,806,370
	Community Transport Program	201,483
	NDIS - Residual Transport Subsidy	23,051
	NGO Health Grant	50,679
Total		4,081,583
Community Transport Port Stephens	Commonwealth Home Support Program	346,182
	Community Transport Program	84,308
	NDIS - Residual Transport Subsidy	4406
	NGO Health Grant	15,216
Total		450,112
Community Transport Warren Inc.	Commonwealth Home Support Program	129,030
	Community Transport Program	78,031
Total		207,061

Organisation	Program	Funding (\$)
Community Wheels Inc.	Commonwealth Home Support Program	1,884,916
	Community Transport Program	286,822
	NDIS - Residual Transport Subsidy	33,314
Total		2,205,052
Connect Inner West Community Transport Group Inc.	Commonwealth Home Support Program	1,447,816
	Community Care Support Program	17,980
	Community Transport Program	134,637
	NDIS - Residual Transport Subsidy	24,497
Total		1,624,930
Dungog and District Neighbourcare Inc.	Commonwealth Home Support Program	283,108
	Community Transport Program	42,671
	NDIS - Residual Transport Subsidy	10,780
Total		336,559
Easy-Go Connect Inc.	Commonwealth Home Support Program	1,672,233
	Community Transport Program	176,909
	NDIS - Residual Transport Subsidy	17,141
Total		1,866,283
Easylink Community Services Limited	Commonwealth Home Support Program	1,334,848
	Community Transport Program	304,052
	NDIS - Residual Transport Subsidy	34,298
Total		1,673,198
Far West HACC Services Inc.	Commonwealth Home Support Program	126,885
	Community Care Support Program	2574
	Community Transport Program	89,109
	NDIS - Residual Transport Subsidy	14,693
Total		233,261
Gandangara Transport Services Ltd	Commonwealth Home Support Program	521,324
	Community Transport Program	190,221
Total		711,545

Organisation	Program	Funding (\$)
Great Community Transport Inc.	Commonwealth Home Support Program	1,546,830
	Community Transport Program	255,401
	NDIS - Residual Transport Subsidy	24,274
	NGO Health Grant	161,611
Total		1,988,116
Holdsworth Street Community Centre	Commonwealth Home Support Program	499,398
	Community Transport Program	157,299
	NDIS - Residual Transport Subsidy	7062
	NGO Health Grant	30,498
Total		694,257
Home Assistance And Regional Transport Services	Commonwealth Home Support Program	1,571,439
	Community Care Support Program	8222
	Community Transport Program	318,771
	NGO Health Grant	47,928
Total		1,946,360
Hornsby Kuring-Gai Community Aged/ Disabled Transport Service Inc.	Commonwealth Home Support Program	1,685,791
	Community Transport Program	27,476
	NGO Health Grant	21,523
Total		1,734,790
Intereach Ltd	Commonwealth Home Support Program	578,056
	Community Care Support Program	15,385
	Community Transport Program	223,010
Total		816,451
Inverell HACC Services Inc.	Commonwealth Home Support Program	558,295
	Community Transport Program	82,128
	NGO Health Grant	20,087
Total		660,510
Kalianna Enterprises Inc.	Commonwealth Home Support Program	543,298
	Community Care Support Program	1871
	Community Transport Program	120,547
	NDIS - Residual Transport Subsidy	34,293
Total		700,009

Organisation	Program	Funding (\$)
Lake Cargelligo and District Community Transport	Commonwealth Home Support Program	176,943
	Community Care Support Program	1931
	Community Transport Program	74,746
	NGO Health Grant	10,055
Total		263,675
Linked Community Services Limited	Commonwealth Home Support Program	2,511,023
	Community Care Support Program	11,150
	Community Transport Program	208,820
	NDIS - Residual Transport Subsidy	26,934
	NGO Health Grant	15,216
Total		2,773,143
Livebetter Services Limited	Commonwealth Home Support Program	2,204,360
	Community Care Support Program	18,190
	Community Transport Program	898,604
	NDIS - Residual Transport Subsidy	331,207
Total		3,452,361
Manning Valley and Area Community Transport	Commonwealth Home Support Program	1,935,737
	Community Transport Program	302,976
	NDIS - Residual Transport Subsidy	34,749
	NGO Health Grant	30,483
Total		2,303,945
Meeting House Inc.	Commonwealth Home Support Program	69,234
Total		69,234
Mercy Services	Commonwealth Home Support Program	2,418,131
	Community Transport Program	171,524
	NDIS - Residual Transport Subsidy	7062
Total		2,596,717
Moree Aged and Disability Services	Commonwealth Home Support Program	304,706
	Community Transport Program	121,854
	NDIS - Residual Transport Subsidy	18,827
Total		445,387

Organisation	Program	Funding (\$)
Murrumburrah-Harden Flexible Care Services	Commonwealth Home Support Program	49,826
	Community Care Support Program	1,931
	Community Transport Program	59,814
	Total	111,571
Neighbourhood Central	Commonwealth Home Support Program	426,467
	Community Care Support Program	1,931
	Community Transport Program	212,765
	NDIS - Residual Transport Subsidy	42,136
	NGO Health Grant	32,573
	Total	715,872
New England Sector Support Team	Commonwealth Home Support Program	13,200
	Total	13,200
Northern Coalfields Community Care Association (Transport) Ltd	Commonwealth Home Support Program	705,836
	Community Care Support Program	374
	Community Transport Program	277,959
	NDIS - Residual Transport Subsidy	12,738
	Total	996,907
Northern Illawarra Neighbour Aid	Commonwealth Home Support Program	111,877
	Community Transport Program	48,905
	Total	160,782
Northern River Social Development Council	Community Transport Program	116,461
	Total	116,461
Northside Community Forum Inc.	Commonwealth Home Support Program	197,762
	Community Transport Program	107,649
	Total	305,411
Ourcare Services Inc.	Commonwealth Home Support Program	355,289
	Community Transport Program	44,801
	NDIS - Residual Transport Subsidy	11,759
	NGO Health Grant	23,692
	Total	435,541

Organisation	Program	Funding (\$)
Oxley Community Transport	Commonwealth Home Support Program	961,912
	Community Transport Program	256,604
	NDIS - Residual Transport Subsidy	24,492
	Total	1,243,008
Peppercorn Services Inc.	Commonwealth Home Support Program	535,843
	Community Transport Program	248,452
	NGO Health Grant	30,191
	Total	814,486
Randwick Waverley Community Transport	Commonwealth Home Support Program	1,758,924
	Community Transport Program	57,246
	NDIS - Residual Transport Subsidy	18,612
	Total	1,834,782
Rylstone District Care and Transport Inc.	Commonwealth Home Support Program	116,062
	Community Transport Program	23,632
	NDIS - Residual Transport Subsidy	6369
	Total	146,063
South Eastern Community Connect	Commonwealth Home Support Program	463,505
	Community Transport Program	6,169
	Total	469,674
South West Community Transport Inc.	Commonwealth Home Support Program	3,982,359
	Community Transport Program	248,791
	NDIS - Residual Transport Subsidy	92,664
	Total	4,323,814
Southern Highlands Community Transport	Commonwealth Home Support Program	1,066,700
	Community Transport Program	127,608
	NDIS - Residual Transport Subsidy	11,754
	Total	1,206,062
St George Community Transport	Commonwealth Home Support Program	2,099,094
	Community Care Support Program	9989
	Community Transport Program	125,400
	NDIS - Residual Transport Subsidy	33,770
	Total	2,268,253

Organisation	Program	Funding (\$)
Stryder Inc.	Commonwealth Home Support Program	999,407
	Community Transport Program	24,167
	NDIS - Residual Transport Subsidy	28,226
	NGO Health Grant	42,934
Total		1,094,734
The Community Transport Company Limited	Commonwealth Home Support Program	2,021,067
	Community Care Support Program	25,105
	Community Transport Program	340,599
	NDIS - Residual Transport Subsidy	38,676
Total		2,425,447
Transcare Hunter Ltd	Commonwealth Home Support Program	443,186
	Community Transport Program	268,751
	NDIS - Residual Transport Subsidy	23,518
	NGO Health Grant	10,055
Total		745,510
Tweed, Byron And Ballina Community Transport Inc.	Commonwealth Home Support Program	2,330,838
	Community Care Support Program	57,330
	Community Transport Program	249,129
	NDIS - Residual Transport Subsidy	33,770
	NGO Health Grant	43,570
Total		2,714,637
Valmar Support Services Ltd	Commonwealth Home Support Program	1,297,448
	Community Care Support Program	374
	Community Transport Program	501,689
	NDIS - Residual Transport Subsidy	117,722
Total		1,917,233
Wee Waa Community Care Service Inc.	Commonwealth Home Support Program	341,755
	Community Transport Program	142,234
	NDIS - Residual Transport Subsidy	8811
	NGO Health Grant	35,105
Total		527,905

Organisation	Program	Funding (\$)
Western Sydney Community Forum Inc.	Commonwealth Home Support Program	78,797
	Community Transport Program	25,876
Total		104,673
Wyalong And District Community Transport	Commonwealth Home Support Program	201,564
	Community Care Support Program	749
	Community Transport Program	45,705
Total		248,018
Grand Total		78,292,250

Community Road Safety Grants

The Community Road Safety Grants Program provides community groups across NSW with the opportunity to implement small-scale, local road safety programs within their communities.

Grantee	Project description	Amount funded (\$)
Alison Homestead Men's Shed	Provide bicycle helmets, targeting low income recipients	1650
Australasian College of Road Safety, NSW Chapter	Road safety seminar series	5000
Barkindji Maraura Elders Environment team	Students to produce films targeting road safety	9390
Blue Datto Foundation Ltd	Central Coast - 'Keeping Safe' program targeting high-risk youth road users	5000
Blue Datto Foundation Ltd	Hawkesbury - 'Keeping Safe' program targeting high-risk youth road users	5000
Blue Datto Foundation Ltd	Hills District - 'Keeping Safe' program targeting high-risk youth road users	5000
Blue Datto Foundation Ltd	Penrith - 'Keeping Safe' program targeting high-risk youth road users	5000
Blue Datto Foundation Ltd	Western Sydney - 'Keeping Safe' program targeting high-risk youth road users	5000
Blue Datto Foundation Ltd	Western Sydney - Community Road Program targeting parents of learner drivers	5000
Clontarf Foundation	Safe driving and learner driver sessions for young Aboriginal men	30,000
Dulwich Hill Bicycle Club	Raising awareness about the minimum passing distance rule	10,000
Fighting Chance Australia	Multi-language material on road safety in culturally and linguistically diverse communities	5000
Georgina Josephine Foundation	Visual promotions on buses to reduce low-speed vehicle run-over crashes	27,600

Grantee	Project description	Amount funded (\$)
Georgina Josephine Foundation	'Keeping Kids Safe Around Cars' - radio awareness campaign	20,375
Gulgong Liquor Accord	Additional night for existing Night Rider service	7800
GyMEA Community Aid and Information Service	Learner driver courses for newly arrived refugees/migrants	30,000
Hunter Academy of Sport	Youth sports leadership program to include road safety content	8000
Jubilee Community Services Inc	Safe driving, crash response, and first aid training for the community	4900
Little Blue Dinosaur Foundation	Holiday time and playground campaigns - 'Slow down' and 'Hold my hand'	30,000
Macarthur Diversity Services Initiative	'U Turn' driver licensing and mentoring targeting culturally and linguistically diverse communities	24,900
Metro Assist Ltd	Driving lessons targeting newly arrived migrants/refugees in Campsie	5000
Multicultural Council of Wagga Wagga	'On the Right Track' road safety program targeting culturally diverse refugee community	5000
Newell Highway Promotions Committee	Road safety information in Newell with touring guide for users	4000
Northmead Public School P&C Association	Multi-language flyers regarding safe road practices in Northmead	2745
Participate Australia Limited	Road safety training for youth with intellectual disabilities	4970
Rotary Daybreak/ Michelle Sligar	Promote behavioural change for male drivers around driver fatigue	21,000
Surfing NSW	'No text while you drive' campaign at surfing events and on social media	30,000
Survive the Ride Association	Educating motorcycle riders on managing risks	4800
Taree Indigenous Development and Employment (TIDE Ltd)	Aboriginal Disadvantaged Driver Licensing Support Program	30,000
Trangie Central School P&C Committee	Disadvantaged Youth Trangie residents driving lessons	4500
Ulysses Club Inc. - Orange Branch	'Spot Joe' the motorcycle rider competition	4100
Vishva Hindu Parishad of Australia Inc.	Road safety and road rules program targeting the community	4700
Wanachi Newcastle Inc.	Driver safety program for youth and new Kenyan/African migrants	4,950
Youthsafe	Capacity building program for mentors of Aboriginal learner drivers working in Learner Driver Mentor Programs	29,649
TOTAL		400,029

Research and development

Transport Digital Accelerator

The Transport Digital Accelerator was launched in May 2018. It was set up to find innovative solutions to some of our major transport challenges while achieving better outcomes for customers. The aim of the project was to deliver the initiatives in collaboration with private industry, researchers, entrepreneurs and digital start-ups.

During 2018-19, the following initiatives have been delivered through the accelerator:

- Mobility as a Service – Published research and innovation challenge open to industry with four products currently in market trial
- Timetable Optimisation – Informing eight trials run within the business to better deliver integrated timetables and incorporated customer data
- Last Mile Freight – Published research and innovation challenge open to industry. Winners of the challenge will have a product to market by early 2020.

In March 2019, the accelerator began a discovery phase working in regional areas to understand the needs of local communities with regard to transport challenges, and to then partner with industry to innovate and solve issues to create better customer outcomes. From this research, we found an opportunity to uncover latent demand for trips which could have a large impact on local economies and social welfare.

The Transport Accelerator Innovation Partnerships Program has expanded to include a total of 11 partners: Amazon Web Services, Austrade, Cisco, Commonwealth Bank of Australia, Deloitte Australia, Google, KPMG, Mastercard, Microsoft, Optus and Telstra. We work with all of our partners to share insights and lessons across the Transport cluster, including data analytics, latest technology trends and the sharing of global case studies to drive best practice. We have completed a number of trials/proof of concepts with our partners, including:

- Google Bus on Maps – a global first with Google to show bus occupancy in the greater Sydney area, within Google Maps
- co-development of enhancements to the Microsoft Soundscape App to enhance the travel experience for the vision impaired

- co-development of a Customer Transport Simulator with PwC that provides a multi-modal simulation of customer journeys and network operations across the Sydney metropolitan region, allowing ‘what if?’ analysis of potential future plans and scenarios.

Centre for Road Safety – Research and Development

During 2018-19, the Centre for Road Safety continued 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.

In 2018-19, we completed the following program evaluations:

- **Mandatory Alcohol Interlock Program process evaluation**
The process evaluation of the NSW Mandatory Alcohol Interlock Program aimed to assess program implementation, improve program delivery and refine policy settings. It found that rollout of the Program was an overall success and sentencing patterns reflected the intent of the legislation. Non-compliance offences were very low (less than one per cent). The participant survey showed 82 per cent of respondents approved of the program, although the take-up rate for the Interlock licence (54 per cent) could be improved. Participants said that the Interlock licence helped them separate drinking from driving and maintain work and family commitments. However, the cost of the device was a common concern
- **Safer Drivers Course process evaluation**
The Safer Drivers Course (SDC) was launched in 2013 as an optional accredited component under the NSW Graduated Licensing Scheme. It aims to help learner drivers to become safer drivers as they progress to driving solo. This process evaluation assessed the overall implementation and delivery of the SDC. Findings indicated the SDC was operating effectively in most aspects of management, course structure and delivery, and access and completion. While the SDC has achieved reasonable reach and access, findings suggest there is greater potential to reach

learners in regional and remote areas and from low socioeconomic and non-English speaking backgrounds.

NSW has one of the most comprehensive crash data information resources in the world. The Centre for Road Safety draws on a range of sources including: NSW Police Force crash reports, Roads and Maritime Services licensing and infringements, vehicle registration, NSW Health hospital data and drug and alcohol test results, NSW Ambulance Services data, State Insurance Regulatory Authority (SIRA) Compulsory Third Party claims information, Lifetime Care and Support cases, vehicle safety features dataset, road conditions, and a few other datasets.

The quality, breadth and availability of NSW crash data continued to be improved through the integration of NSW Ambulance Service data and enhanced data visualisations.

Field test of connected privately-owned light vehicles

As part of Transport for NSW's Cooperative Intelligent Transport Initiative, 55 members of the public in the Wollongong area agreed to have their light vehicles fitted with cooperative intelligent transport systems (connected vehicle) and telematics equipment. The drivers' vehicles had connected vehicle equipment installed, which enabled them to receive three types of safety alerts: harsh braking ahead, intersection collision warnings, and red traffic light warnings. Participants were almost evenly split by gender (53 per cent males), the majority were aged 40-59 years (67 per cent), and 95 per cent had held their driver licence more than 10 years. The driving component of the study was completed in 2018-19, with the next stage (focus groups and interviews) continuing. The findings will provide greater understanding of the road safety benefits and limitations of connected vehicle technology, and inform policy considerations about the future of this technology within NSW.

Understanding road user attitudes and behaviours to improve heavy vehicle safety

Crashes involving heavy vehicles are often more serious because of their size and weight, regardless of who is at fault. An increase in fatal heavy vehicle crashes in 2017 as well as construction projects in Sydney led to research during 2018-19 with heavy vehicle drivers, other road users, fleet managers and enforcement personnel to help inform safety solutions. The research found that each group had concerns about the other groups regarding safety behaviour. However, the behaviours of concern to other groups were not frequently self-reported. This suggests there is work to be done to improve each group's safety behaviour and ensure all are aware of their impact on other road users.

To support improved heavy vehicle safety, in 2018-19, Transport for NSW continued to deliver the 'Be Truck Aware' campaign. The campaign aims to prevent road crashes and potential fatalities by highlighting the unique driving factors affecting trucks, such as large blind spots and safe distances, and encouraging safe behaviours when travelling around trucks from drivers, pedestrians, cyclists and motorcycle riders.

Safety of audio-tactile line markings for motorcyclists

Audio-tactile line markings (ATLM), sometimes known as rumble strips, are a safety feature to alert drivers and riders who veer out of their lane. These markings create a vibration that resonates through the vehicle and helps prevent crashes resulting from tiredness or inattention. However, some motorcycle riders have raised concerns that riding over them can affect motorcycle stability, especially on wet roads or around corners. In 2018-19, we commissioned a study of a small group of motorcyclists who rode over ATLM at the NSW Crashlab. After riding over them in straight lanes and on curves at speeds of up to 95 km/h, in both wet and dry conditions, riders said they were much more confident on the ATLM.

University-related research activities and the Transport Research Hub

We are committed to rigorous evidence being at the heart of well-informed decisions about current and future transport-related policies, programs and projects. The university sector has an important role in undertaking the research that helps provide that evidence. Research arrangements have been established with:

- the Institute of Transport and Logistic Studies (ITLS), University of Sydney, where Transport sponsors the Chair of Public Transport

- the John Grill Centre for Project Leadership, University of Sydney, where Transport sponsors the Better Infrastructure Initiative (BII). This is a program of strategic development of people, concepts, data and thought leadership.

Through its new Research Hub, Transport also engages with the research sector on a broad basis, through the development of priority problem statements. In this way, universities are able to respond to specific research challenges that Transport has identified. Research projects that came from the problem statement process and commenced or were completed in 2018-19 include:

Activity	Status	Partners and collaborators
Study on extending workplace flexibility to frontline staff	Underway	Swinburne University
Study exploring the application of Mobility as a Service in NSW	Underway	University of SA University of Sydney iMove CRC
Study on balancing 'Movement and Place' in designing successful places	Underway	Swinburne University iMove CRC
Design of interchanges with homelessness in mind	Completed	UNSW Real Skills Education Student Challenge
Modelling of Electric Vehicle uptake	Completed	APR Internship (ANU)

A number of other initiatives occurred in 2018-19 that teamed universities, industry and transport agencies to develop collaborative and innovative solutions. Highlights included:

- Sydney Metro's two-day 'Transport Spaces of the Future Challenge' at Google's headquarters, with partners including Tobias Strategic Design, UTS' Bachelor of Creative Intelligence & Innovation (BCII) Program, and University of Sydney's Jacaranda Flame Consulting Program
- Transport for NSW's 2018 Sustainable Design Competition, which provides students with the opportunity to showcase skills and ability in a real location, by applying innovation and new thinking to a scenario challenge.

We also continued to support the UTS Capstone Program for final year engineering students. Under this program, a significant body of research on the operational efficiencies of the Inner West Light Rail Line has been progressively built up. It is anticipated that this research program will be extended to operations on the CBD and South East Light Rail.

iMove Cooperative Research Centre Projects

Transport for NSW has also undertaken a number of research projects in collaboration with the iMove Cooperative Research Centre. Projects that have progressed through this pathway, and haven't been mentioned above include:

Activity	Status	Partners and collaborators
Optimising Bus Replacement Services Project	Completed	Swinburne University
PHD Project: Safe interaction between Pedestrians and Automated Vehicles	Underway	Sydney University - Australian Centre for Field Robotics
PhD Project: Green wave for high-capacity public transport services	Underway	UTS
Autonomous, Connected, Electric and Shared Vehicle Industry Ecosystem Mapping Project	Underway	Astrolabe Consulting

Consultants

NSW Government agencies engage consultants to provide professional advice to inform their decision-making.

Following a co-designed approach encompassing all NSW Government agencies, NSW Procurement Board released a standard definition for consultants to be used by all NSW Government agencies. The Transport cluster has committed to align the newly published definition of a consultant across all procurement spend for annual report purposes.

The new definition covers the extensive advisory nature of the work, which has led to Transport categorising spend in a new way. This new definition has affected the total number of engagements being reported, thereby increasing the total disclosed consultancy spend. This is not directly comparable to previously reported content within this section of our past Annual Reports.

Consultant	Category	Project	Actual cost
NETWORK RAIL CONSULTING PTY. LTD.	Management services	More Trains, More Services	\$1,942,790
MCKINSEY PACIFIC RIM INC	Management services	Financial Sustainability	\$720,000
L.E.K. CONSULTING AUSTRALIA PTY LTD	Management services	Strategic Advisory Services	\$492,363
PRICEWATERHOUSE COOPERS	Management services	Fast Rail Sydney to Newcastle - Business Case Advisory Services	\$478,535
ERNST & YOUNG	Management services	Sydney Ferries Retender	\$465,887
ERNST & YOUNG	Management services	Rail Access Benchmark Analysis	\$435,538
L.E.K. CONSULTING AUSTRALIA PTY LTD	Management services	Organisational Design Services	\$375,000
DELOITTE TOUCHE TOHMATSU	Management services	Central Precinct Renewal Project	\$340,825
DELOITTE TOUCHE TOHMATSU	Management services	Central Precinct Renewal Project	\$299,548

Consultant	Category	Project	Actual cost
VIVENDI CONSULTING P/L	Management services	NSW Active Transport Cycling Investment Program – Strategic Business Case Services	\$278,513
DELOITTE TOUCHE TOHMATSU	Information technology	Cyber Uplift Program Risk Assessment	\$276,802
ARUP AUSTRALIA PTY LTD	Management services	Western Sydney – Corridor Preservation	\$240,695
SHAPE TRANSPORT PTY LTD	Management services	NSW Active Transport Cycling Investment Program – Strategic Business Case Modelling and Economic Analysis Services	\$220,210
E3 ADVISORY PTY LTD	Management services	Fast Rail Sydney to Canberra – Project Services	\$219,240
AECOM AUSTRALIA PTY LTD	Management services	South East Sydney – Transport Strategy Planning and Analysis Services	\$213,613
PKF(NS) AUDIT AND ASSURANCE LIMITED	Finance and accounting/tax	Small Business Financial Assistance Program	\$211,931
CBRE PTY LTD	Management services	Central Precinct Renewal Project	\$206,050
E3 ADVISORY PTY LTD	Management services	Fast Rail Sydney to Newcastle – Business Case Advisory Services	\$189,184
SGS ECONOMICS AND PLANNING PTY LTD	Management services	South East Sydney – Land Use Planning Services	\$186,469
ARUP PTY LIMITED	Management services	Central Precinct Renewal Project	\$184,950
HOFMEYR CONSULTING PTY LTD	Organisational review	Organisational Design Services	\$181,000
MOTT MACDONALD AUSTRALIA PTY LTD	Management services	Outer Sydney Orbital – Engineering Services	\$179,875
ENERGY SHIFT PTY LTD	Management services	Future Transport – Strategic advice sustainability and innovation	\$172,463
DELOITTE TOUCHE TOHMATSU	Finance and accounting/tax	Accounting and tax advice	\$171,665
CORVIEW GROUP P/L	Management services	Newcastle Light Rail Extension – Strategic Business Case Services	\$155,000

Consultant	Category	Project	Actual cost
K P M G	Information technology	Review of Information Technology Resilience	\$150,000
SGS ECONOMICS AND PLANNING PTY LTD	Management services	Fast Rail Sydney to Newcastle - Business Case Advisory Services	\$144,228
CBRE PTY LTD	Management services	Kogarah Unsolicited Proposal	\$136,713
ACCENTURE AUSTRALIA PTY LTD	Organisational review	Strategic Advisory Services to inform organisational strategy and reform	\$135,099
RAIL PLANNING SERVICES PTY LTD	Management services	Inland Rail - Rail Planning Services	\$135,000
PRICEWATERHOUSE COOPERS CONSULTING	Management services	Assessment and review of in-flight workforce relations programs	\$134,600
IT NEWCOM PTY LIMITED	Management services	Review of Infrastructure Services Program Support & Strategic Alignment	\$133,980
SHERIDAN CONSULTING GROUP PTY LTD	Management services	Executive Management Team Review	\$130,000
PROTIVITI PTY LIMITED	Legal	GIPA Contract Disclosure Review	\$129,900
SCT CONSULTING PTY LTD	Management services	StationLink Communications and Engagement	\$120,750
OAKTON SERVICES PTY LTD	Information technology	Cyber Uplift Program Strategic Engagment for Review and Analysis	\$120,000
LEARN-AWAY PTY LTD	Management services	Review and implement learning competency program for Protection Officers	\$120,000
CORVIEW GROUP P/L	Management services	Western Sydney Airport Integrated Transport - Strategic Business Case Services	\$117,120
ARUP PTY LIMITED	Management services	Outer Sydney Orbital - Transport modelling services	\$117,113
ENGINEERING EDUCATION AUSTRALIA P/L	Management services	Sydney Trains Engineering Curriculum Review	\$110,574

Consultant	Category	Project	Actual cost
CENTRE FOR INTERNATIONAL ECONOMICS	Management services	Boating Now Program – Strategic Business Case services	\$108,820
DELOITTE RISK ADVISORY PTY LIMITED	Information technology	Cyber Security Review	\$108,356
CATTELL COOPER PTY LTD	Management services	South East Sydney – Transport Strategy Advisory Services	\$107,030
ICENI GROUP PTY LTD	Management services	Contactless Transport Payments Program – Business Analysis and Technical Advisory Services	\$99,000
SMASH DELTA PTY. LTD.	Management services	Future Transport – Concept development of 30 minute city	\$98,400
ARUP PTY LIMITED	Management services	Central Precinct Renewal Project	\$94,000
2XM PROJECTS PTY LTD	Organisational review	People at the Heart	\$91,200
KELLOGG BROWN & ROOT PTY LTD	Management services	Lower Hunter Freight Corridor – Protection Project Services	\$91,045
GTA CONSULTANTS (NSW) PTY LTD	Management services	Assessing the role of parcel lockers at transport interchanges	\$89,260
KELLOGG BROWN & ROOT PTY LTD	Management services	Western Sydney Freight Line – Project Services	\$87,184
SPARK STRATEGY	Management services	Infrastructure and Place Rail Transformation	\$86,845
SWINBURNE UNIVERSITY OF TECHNOLOGY	Management services	Frontline Flex Project	\$85,227
DELOITTE TOUCHE TOHMATSU	Management services	Public Transport Information Priority Project	\$83,441
MOTT MACDONALD AUSTRALIA PTY LTD	Management services	Central Precinct Renewal Project	\$82,470
ICENI GROUP PTY LTD	Management services	Bus Priority Infrastructure Program	\$79,190
CLOUDTEN INDUSTRIES PTY LTD	Information technology	TfNSWCloud 2.0 Advisory Services	\$72,600
SGS ECONOMICS AND PLANNING PTY LTD	Management services	Fast Rail Sydney to Canberra – Land Use Planning Services	\$68,333

Consultant	Category	Project	Actual cost
NAVICLE PTY LTD	Information technology	Oracle Licence Optimisation Support Services	\$65,000
JACOBS GROUP AUSTRALIA PTY LTD	Management services	Greater Parramatta to the Olympic Peninsula - Transport Planning Services	\$61,013
THIRD HORIZON CONSULTING PTY LTD	Organisational review	Transport Shared Service Transformation	\$55,650
DELOITTE TOUCHE TOHMATSU	Finance and accounting/tax	Assist Cluster with new Accounting Standards	\$55,000
MENTZ GMBH	Information technology	transportnsw.info site - Trip Planning Improvement Services	\$54,720
NEWGATE COMMUNICATIONS P/L	Management services	Learner driver journey research	\$54,400
GRANT THORNTON AUSTRALIA LTD	Management services	Customer Channel Transformation Project	\$53,279
CITY PEOPLE PTY LTD	Management services	Circular Quay Precinct Renewal Services	\$53,075
DELOITTE TOUCHE TOHMATSU	Management services	Unsolicited Proposal from Universities Superannuation Scheme Limited (USS) - Train Service Fee Monetisation Proposal	\$50,800
HIVINT PTY. LTD.	Information technology	Cloud Services Risk Assessment	\$50,400
Total number of engagements		Total cost	
67		\$12,858,960	

For consultancy engagements less than \$50,000, there were 206 engagements.

Total consultant payment less than \$50,000: \$3,492,086.

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 2018-19.

Payment of accounts

During 2018–19, we monitored the payment of accounts closely to ensure that accounts were paid in accordance with NSW Treasury directions. Process improvements across Transport for NSW and related entities were undertaken to further improve on-time payment performance.

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	-31,465	-16,420	-615	-122	-564
December	-24,642	-28,381	-65	-294	-1312
March	-46,738	-23,689	-306	-226	-2370
June	-56,547	-20,319	-452	-2300	-2658
Small business suppliers (\$'000)					
September	-633	-19	-4	0	-69
December	-195	-62	0	0	-73
March	-223	-8	0	0	-69
June	-362	-97	0	0	-69

Accounts due or paid within each quarter:

Quarter	Sept	Dec	Mar	Jun
All suppliers				
Number of accounts due for payment	24,083	23,938	24,070	27,137
Number of accounts paid on time	23,839	23,584	23,649	26,655
Actual percentage of accounts paid on time (based on number of accounts)	99.0%	98.5%	98.3%	98.2%
Dollar amount of accounts due for payment (\$'000)	\$3,802,000	\$4,699,195	\$3,591,090	\$5,335,288
Dollar amount of accounts paid on time (based on \$) (\$'000)	\$3,788,160	\$4,681,834	\$3,575,318	\$5,308,828
Actual percentage of account paid on time (based on \$)	99.6%	99.6%	99.6%	99.5%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts (\$'000)	\$0	\$0	\$0	\$0

Quarter	Sept	Dec	Mar	Jun
Small business suppliers				
Number of accounts due for payment to small businesses	96	89	189	355
Number of accounts due to small businesses paid on time	96	83	181	326
Actual percentage of small business accounts paid on time (based on number of accounts)	100%	93.3%	95.8%	91.8%
Dollar amount of accounts due for payment to small businesses (\$'000)	\$1273	\$1240	\$3132	\$4485
Dollar amount of accounts due to small businesses paid on time (\$'000)	\$1273	\$1174	\$3048	\$4187
Actual percentage of small business accounts paid on time (based on \$)	100%	94.7%	97.3%	93.4%
Time for payment of accounts				
Number of payments for interest on overdue accounts	0	0	0	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 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 2 July 2018, Opal fares and caps increased in line with changes in the cost of living. All fares and caps increased by 2.2 per cent, with the exception of the Pensioner/Senior Gold card day cap, which remained at \$2.50. This was substantially below the increase of 4.2 per cent recommended by the tribunal. On 1 January 2019, fares increased by CPI consistent with the tribunal's determination. This meant adult single trip fares went up by between 10 cents and \$1.20. Adult day ticket fares went up by between 30 cents and \$2.50. The Regional Excursion Daily ticket for pensioners and seniors remained at \$2.50.

On 1 January 2019, maximum fares for private ferry operators increased by between 10 and 40 cents in line with the tribunal's determination.

Budget

Transport for NSW actively manages the Transport cluster's budget to manage growth in transport services with constructing and maintaining road, freight, maritime and public transport infrastructure assets.

In the 2018-19 financial year, the Transport cluster delivered within budget its largest ever capital works program of more than \$13 billion, with Transport for NSW directly delivering \$3 billion of the total cluster capital program. The cluster net cost of services of approximately \$5 billion was within three per cent of budget, with Transport for NSW contributing approximately \$3 billion of this total cluster result.

The 2018-19 financial results have been achieved through cluster-wide strategic planning and governance processes that have enabled agile financial management within a defined framework. This has also included the delivery of ongoing efficiency measures which have been implemented to ensure the effective and safe delivery of transport services.

Significant effects (after balance date events)

On 1 July 2019, a ministerial order transferred the assets, rights and liabilities relating to the Country Regional Network from Transport for NSW to RailCorp. The Country Regional Network comprises an operational rail network, containing passenger, freight and grain lines, and a non-operational rail network and excludes any land and infrastructure which is leased to Australian Rail Track Corporation. The fair value of the assets transferred was approximately \$4.5 billion.

As part of the Machinery of Government Changes, the NSW Government has announced its intention to integrate Roads and Maritime Services into Transport for NSW, with Roads and Maritime Services ceasing to operate as a separate agency within the Transport cluster. The Bill to effect the changes is currently before the NSW Parliament.

Appendix 3: Human resources

Human resources

The Transport for NSW headcount (inclusive of Department of Transport) is 3966 people, which includes a full time equivalent (FTE) of 3881.49.

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

Transport for NSW

Annual salary	2016-17 total count			2017-18 total count			2018-19 total count		
	F	M	Total	F	M	Total	F	M	Total
<\$50,000	21	27	48	0	0	0	0	0	0
\$50,001-\$75,000	343	174	517	262	181	443	218	151	369
\$75,001-\$100,000	476	295	771	582	339	921	526	312	838
\$100,001-\$125,000	439	546	985	450	481	931	405	358	763
\$125,001-\$150,000	250	330	580	326	453	779	426	608	1034
>\$150,000	311	699	1010	340	733	1073	326	636	962
Total	1840	2071	3911	1960	2187	4147	1901	2065	3966

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

Note 2: Excludes Transport cadets, casuals, contractors and labour hire.

Note 3: Reduction in total reflects the move of Sydney Metro to a new entity.

Department of Transport

Annual salary	2016-17 total count			2017-18 total count			2018-19 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 and full time equivalent (FTE) includes Secretary's position.

Note 2: No casuals in Department of Transport.

Personnel policies and practices

Our Human Resource policy framework aligns to the Transport values, and modern, streamlined Human Resource management approaches. During 2018–19, a number of procedures were reviewed, and this continues as part of Evolving Transport.

During 2018–19, we published the following Transport policies and procedures:

- Transport Recruitment and Filling Vacancies Policy
- TfNSW Return to Work Program
- Updated version of Transport Leave and Attendance Policy

The following procedures were reviewed and updated:

- TfNSW Parental Leave Procedure
- TfNSW Leave Procedure
- TfNSW Grievance Management Procedure
- TfNSW Probation Procedure
- TfNSW Discipline Handling Procedure
- TfNSW Gifts and Benefits 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 2018.

Industrial relations policies and practices

We communicate with our people through a variety of channels to ensure they are informed about a broad range of topics and issues. In addition, senior management consults with employees and relevant unions, including the peak union body (Unions NSW), 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. We also apply the public sector *Agency Change Management Guidelines* issued by the Department of Premier and Cabinet in 2011.

Workforce diversity

Information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements. During 2018-19, steady progress was made in working towards achieving our diversity and inclusion targets. We continued to implement initiatives to further improve the integrity of employee diversity data and understanding of the cluster workforce, such as system enhancements for employees to easily self-identify and update their diversity data.

Workforce diversity group	Benchmark	2015-16	2016-17	2017-18	2018-19
Women	50%	46.1%	47.3%	47.5%	48.3%
Aboriginal and Torres Strait Islander Peoples*	3.3%	1.2%	1.2%	2.0%	1.9%
People whose first language spoken as a child was not English*	23.2%	17.4%	17.3%	7.4%	9.7%
People with disability*	5.6%	1.4%	0.7%	1.3%	1.3%
People with disability requiring work-related adjustment*	N/A	0.5%	0.4%	0.2%	0.2%

Note 1: The benchmark of 50% 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% by 2021 for each of the sector's salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.

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% 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% to 5.6% 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.

*2018 data for workforce diversity groups has been sourced from Transport Equip. In prior years, data was sourced from legacy systems.

Multicultural policies and services program

Transport for NSW provides mainstream transport services for all people of NSW. We are committed to delivering these services within a culturally, linguistically and religiously diverse society. Transport for NSW has created a draft multicultural services plan in negotiation with Multicultural NSW. We are hopeful this will be approved and confirmed in 2019-20.

The 2018-19 Multicultural Policies and Services Program themes are improving outcomes for women in leadership, provision of language services, and services for humanitarian entrants.

Improving outcomes for women in leadership

As at June 2019, Transport cluster had 672 leadership roles held by women, 121 (18 per cent) have self-identified as having a culturally and/or linguistically diverse background*. Throughout the financial year, the representation of women in leadership roles across the cluster steadily increased from 28.3 per cent in June 2018 to 30.7 per cent in June 2019. In addition, information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements. Steady progress has been made in working towards achieving our representation targets. We continue to implement initiatives to further improve the integrity of employee data and our understanding of the cluster workforce. This includes system enhancements for employees to easily self-identify and update their personal data.

* The number of employees from diverse backgrounds is derived from the women in leadership roles who were born in a country other than Australia.

Language services

All of our community notifications contain information on how customers can access translation services. The below image is used on all project newsletters/notifications.



This document contains important information about public transport projects in your area. If you require the services of an interpreter, please contact the Translating and Interpreting Service on **131 450** and ask them to call Transport for NSW on **(02) 9200 0200**. The interpreter will then assist you with translation.

The above information is also translated into the main non-English speaking languages and included on project notifications. See below example:

Filipino	Arabic
<p>Ang dokumentong ito ay naglalaman ng mahalagang impormasyon tungkol sa mga proyektong transportasyon na pampubliko sa inyong lugar. Kung kailangan ninyo ng serbisyo ng tagapagpaliwanag, makipag-ugnayan po sa Serbisyo ng Pagsasalin at Pagpapaliwanag sa 131 450 at hilingan silang tawagan ang Transportasyon para sa NSW sa (02) 9200 0200. Tutulungan kayo ng tagapagpaliwanag sa pagsasalin.</p> <p>Tagalog</p> <p>Ang dokumentong ito ay naglalaman ng mga mahahalagang impormasyon tungkol sa mga proyekto sa pampublikong transportasyon ng inyong lugar.</p> <p>Kung kayo ay nangangailangan ng serbisyo ng isang interpreter, tawagan po lamang ang Translating and Interpreting Service sa 131 450 at pakiusapan silang tumawag sa "Transport for NSW" sa (02) 9200 0200.</p> <p>Ang interpreter ay tutulungan kayo sa pagsasalin-wika.</p>	<p>تتضمن هذه الوثيقة معلومات عن مشاريع النقل العام في منطقتكم. إذا كنتم بحاجة الى خدمات مترجم، الرجاء الإتصـال بخدمة الترجمة الشفهية والخطية على رقم 131 450 واطلبوا منهم ان يتصلوا بمصلحة المواصلات في نيو ساوث ويلز على رقم (02) 9200 0200. عندها يساعدكم المترجم بالترجمة.</p> <p>Hindi</p> <p>इस द तावेज म आपके इलाके के सार्वजनिक-परिवहन परियोजनाओं के बारे म मह वृष्णर जानकारी मि मिलत है। यदि आपको दुभाषिए की से वा की आ व यक्तो है तो कृपया 131 450पर टै ली टिंग ए ड इ टप छिंट म सिवर्स स स पकर कर और उनसे (02) 9200 0200पर टै पोटर प्राजेक् स को फोन करने के छिए कह । उसके बाद दुभाषिया आपको अनुवाद करने म सहायता दे गा</p>

The Transport for NSW Project Infoline (1800 684 490) is also included on all community notifications, allowing community members to contact project team members who can then contact the translating service.

In some cases, project communication is translated into other languages where there is a high proportion of speakers in that area.

Depending on the demographics and project, internal and external translators are sometimes used at community information sessions.

Services for humanitarian entrants

In 2018–19, Transport for NSW initiated the second intake of the Humanitarian Cadet Program. This program is an employment initiative designed to improve recently settled refugees' employability by providing them with local experience relevant to their existing professional qualifications and helping identify longer-term career opportunities. At the end of the program, Transport for NSW recruited seven qualified engineers and successfully provided them with long-term employment in their chosen field.

Providing access to public transport

We launched the Opal One Day Travel Pass in October 2018. It is available to approved government and charity/not-for-profit organisations for the purpose of providing emergency travel assistance for at-risk clients. This pass continues to be used by more than 70 eligible organisations with more than 12,000 passes ordered in 2018–19.

Assistance animals with valid accreditation are allowed to travel for free on all public transport services and to enter public transport premises in NSW. In 2018–19, MindDog Australia was included as an approved organisation for assessing assistance animals and they have also had their accreditation accepted as valid for public transport travel. In addition to interstate visitors being able to apply for a Transport for NSW Assistance Animal Pass, Transport for NSW also now accepts some interstate assistance animal passes, allowing for improved travel options for visitors.

Disability Inclusion Action Plan

During 2018-19, the implementation of the 160 actions within the Disability Inclusion Action Plan 2018-2022 continued to deliver benefits across the five key outcome areas of:

- liveable communities
- accessible systems and processes
- accessible customer information, technology and research
- inclusive customer service and feedback
- inclusive employment.

Some key achievements during 2018-19 that improve accessibility for customers and employees include:

- The third tranche of the Transport Access Program continued to improve access to public transport for those with a disability, limited mobility or parents with prams. The 2018-19 budget announced a further \$882 million has been invested in the Transport Access Program over the forward estimates

- In September 2018, the first of the new Waratah Series 2 trains were introduced under the More Trains, More Services program to provide customers with comfortable and reliable commuter services.
- Transport for NSW and NSW TrainLink entered into a partnership with Northcott to deliver training to front-line staff. Training focuses on communication with people with disability or culturally and linguistically diverse backgrounds, and provides accreditation. The pilot project on the South Coast Line was completed in June 2019.
- In February 2019, a contract was awarded to deliver the new regional rail fleet, along with a new purpose-built maintenance facility in Dubbo to help stimulate regional economies.
- We created a new employee network - 'The Enabled Network'. It provides employees with disability or who are carers of someone with disability an opportunity to connect and be supported as part of the diverse workforce across the Transport cluster.

Promotion (overseas visits by employees)

Officer	Destination	Purpose
Associate Director Investment Planning	Singapore	Attend 'Designing Public Policies and Programs' subject of the government-sponsored Executive Masters of Public Administration. Participation in this program benefits NSW residents by improving the capacity of Transport staff to undertake advanced comparative policy analysis based on learnings from innovative policies in other jurisdictions.
Project Director, New Intercity Fleet	South Korea	Visit New Intercity Fleet supplier RailConnect and joint venture partner Hyundai Rotem Company to inspect works and facilities and current status of HRC design and manufacturing, and ensure the teams responsible for delivering the NIF project for RailConnect are mobilised. A formal NIF Contract Review was held during this visit with other RC partners, Mitsubishi Electric Australia and UGL Rail.
Senior Contracts Administrator	South Korea	Verify the supporting documentation for the first train delivery payment milestone for the New Intercity Fleet (NIF) Project.

Officer	Destination	Purpose
Executive Director Transport Policy & Executive Director Innovation Research & Reform	Japan/South Korea/Singapore	Attend the Roads Australia Study Tour Delegation of senior government and industry leaders to investigate how major Asian national and city governments are developing their city transport networks to cope with population growth, liveability, changing demographics and the introduction of autonomous vehicles on their road networks. Participants learned from the international transport community and exchange ideas, which will help position NSW as a world leader in deploying emerging transport technologies including informing trials of connected and automated vehicle program for NSW. The knowledge gained will benefit communities by setting NSW for success in adopting safe and effective new technologies and more innovative service models.
ED Operational Systems	UK/Denmark/ Germany	Attend the Innotrans Fair in Berlin and meet transport operators and suppliers involved in European Train Control Systems (ETCS) level 2 projects to understand how our projects could benefit, learn from their experiences and collaborate to deliver the best possible outcome for the rail network.
Project Director, New Intercity Fleet	South Korea	Conduct inspections of the New Intercity Fleet (NIF) manufacturing facility in Changwon and the test track in Osong. Review overall project status at the Hyundai Rotem Seoul headquarters and meet with key senior managers from the design and project management team.
Project Director, Automatic Train Protection Associate Director Operational Integration	New Zealand	Improve Automatic Train Protection (ATP) implementation by leveraging lessons learned during the equivalent technology implementation by Auckland Transport, KiwiRail and TransDev.
NSW Point to Point Transport Commissioner	New Zealand	The Point to Point Transport Commissioner attended the 2018 Australia and New Zealand School of Government (ANSOG) Executive Fellows Program (EFP). The program is specifically designed to enhance senior executive's skills in environments that have shifting priorities where executives are required to modify to continually deliver value for the community.
Project Engineer, Rolling Stock	South Korea	To witness the dynamic testing of the New Intercity Fleet (NIF) train's anticlimber absorbers, which are discrete components of the Crash Energy Management System (CEMS).
Duty Control Managers (2) Director Operations	UK	The new Duty Control Managers at Sydney Trains visited London Underground Rail Control Centre and other operational locations to learn about best practices and the key challenges that may be faced in readiness for the ROC opening in Sydney.

Officer	Destination	Purpose
NSW Point to Point Transport Commissioner	Singapore	Participated in the 2018 Australia and New Zealand School of Government (ANSOG) Executive Fellows Program (EFP).
ED Fleet Program Delivery Project Director, Sydney Growth Trains	China	Inspection of the supplier facilities for Sydney Growth Trains (SGT), which are currently in production.
Project Director, New Intercity Fleet	South Korea	Conduct meetings and inspections with RailConnect consortium partner executives at Hyundai Rotem Company's manufacturing facility in Changwon (Republic of Korea) to ensure readiness to ship and receive the first New Intercity Fleet (NIF) train in Sydney.
Executive Director Information and Ticketing Services Executive Director Digital Products & Delivery	UK	To attend the Transport Ticketing Global Event. Opportunities to learn about the latest developments in public transport payments and to discuss key business and technology issues with suppliers and other jurisdictions.
Deputy Secretary, People and Corporate Services	New Zealand	Participated in both the UITPANZ Auckland Transport Technical Tour and the UITPANZ Organising Authorities Platform Meeting. This allowed TfNSW to gather information on the latest developments in public transport services that can be applied in NSW, particularly in relation to bus network redesign, integrated land use planning and contracting in public transport.
Secretary	New Zealand	Attend the UITPANZ Board meeting in Auckland (as a Board member). The UITPANZ represents the International Association of Public Transport in Australia and New Zealand and facilitates the exchange of ideas and knowledge to further the development and advancement of public transport policy, planning and operations in the region. The trip was cancelled as a critical operational issue arose the evening before the Secretary was due to travel that required him to remain in Sydney to coordinate the executive management response.
Testing and Commissioning Manager	South Korea	Witness critical testing conducted by RailConnect Partners and Hyundai Rotem Company (HRC), and to discuss testing issues with the HRC Testing Team and TfNSW Quality Engineers stationed in Korea.
Project Director, New Intercity Fleet	South Korea	Inspect manufacturing progress and ensure accountability of delivery by meeting with responsible senior managers and executives of the supplier of the New Intercity Fleet (NIF).
Senior Contracts Administrator	South Korea	To certify the payment of the first unit complete and loaded for transport delivery milestone for the New Intercity Fleet (NIF) project in preparation for the first NIF train to be shipped to Australia.

Officer	Destination	Purpose
Associate Director Program Delivery Principle Domain and Solutions Architect	UK	Attend Hothouse planning workshops with Cubic, prime contractor for the Intelligent Congestion Management Program (ICMP) to work through and progress key project elements, and ensure deliverables are aligned with the expected benefits for traffic management.
Deputy Secretary, People and Corporate Services	Sweden/UK	Planned to participate in both the UITP Summit followed by the UITP Study Tour to enable TfNSW to gain useful and actionable insights into developments in public transport services elsewhere. This knowledge will also assist TfNSW to deliver better customer outcomes in NSW and will enabling knowledge sharing with other Australian and New Zealand authorities. Deputy Secretary was required to return to Sydney immediately and was unable to participate in the UITP summit and study tour.
Principal Engineer Signalling Systems	South Korea	Visit to inspect a Train test facility and investigation of the potential to conduct signal interference tests at that facility as opposed to numerous track possessions in Sydney.
New Intercity Fleet Tester	South Korea	Meet with the New Intercity Fleet (NIF) train supplier (RailConnect) to progress engagement and discuss the scope for driver and guard participation in NIF train testing activities.
Principal Driver Tester Operational Readiness and Compliance Lead Associate Director, Operational Planning & Readiness	South Korea	Visit the New Intercity Fleet (NIF) train manufacturing facility and the Osong train test track. Meet with the NIF train supplier (RailConnect) to progress engagement and discuss the scope for driver and guard participation in NIF train testing activities.

Work health and safety

During 2018-19, we continued to support workforce health, safety and wellbeing by conducting workshops and initiatives targeting safety, mental health, resilience and nutrition. We also continued to provide cluster-wide Safety Managers' Forums and a Health and Wellbeing Community of Practice Program, addressing both mental and physical health. Throughout the year, health and safety performance was reported monthly to the executive team.

We developed and deployed a five year safety plan (2018-23) with specific actions. The targeted outcomes for 2018-19 included improvements in safety assurance, safety systems, safer people and safer workplaces.

A review of safety governance, safety culture and safety reporting allowed improved risk-based decision making for our leadership teams.

In February 2019, an Officers' Due Diligence Forum was held which focused on 'a mindful workplace' in support of mental health. We provided input to the whole-of-government plan to reduce claims from serious injuries by 30 per cent by 2022, and included initiatives on providing mentally healthy workplaces, reducing musculoskeletal disorders and managing customer-initiated violence. Representation and support from senior leaders across all NSW transport agencies have ownership over these safety initiatives.

Transport for NSW Work Health and Safety category	Count
Number of events reported	147
Lost Time Injury due to workplace-related injuries or illness	5
Prosecutions reported	0
Loss Time Injury Frequency Rate (per 1M hours)	0.94
Prosecutions under the Act	0
Percentage of planned Work Health and Safety consultation meetings held	100%

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	2017-18 Female	2017-18 Male	2017-18 Total	2018-19 Female	2018-19 Male	2018-19 Total
Band 1	116	211	327	101	192	293
Band 2	15	50	65	15	31	46
Band 3	5	4	9	5	3	8
Band 4		1	1	0	1	1
Grand total (Bands 1-4)	136	266	402	121	227	348
Transport Service Senior Managers TSSM (SS Level 1)	187	431	618	197	399	596

The above figures are based on the individual's pay grade, not the position.

Transport for NSW's 2018-19 headcount reduced in size compared to 2017-18 due to Sydney Metro Authority becoming a new entity.

Transport Service Senior Executives	Average of TRP 2017-18	Average of TRP 2018-19
Band 1	\$251,036	\$254,384
Band 2	\$354,879	\$364,407
Band 3	\$475,848	\$477,635
Band 4	\$537,145	\$569,050
TSSM (SS Level 1)	\$197,731	\$199,014

The table above shows the 2018-19 average total remuneration packages (TRP) of Transport Service Senior Executives (Band 1 to 3) **\$274,116***.

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	2
Total number of PIDs received	4
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	1
All other public interest disclosures	1
Total number of PIDs finalised	8*
Number of PIDs received by category	
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

* This includes some PIDS received before 2018-19 commenced.

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 (01/07/18-02/04/19)

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 (General) Regulation 2017

Passenger Transport Act 2014

- Passenger Transport Regulation 2014

Point to Point Transport (Taxis and Hire Vehicles) Act 2016

- Point to Point Transport (Taxis and Hire Vehicles) (Industry Adjustment) Regulation 2016
- Point to Point Transport (Taxis and Hire Vehicles) Regulation 2017

Rail Safety (Adoption of National Law) Act 2012

- Rail Safety (Adoption of National Law) Regulation 2012 (to 26.07.2018)
- Rail Safety (Adoption of National Law) Regulation 2018 (from 27.07.2018)

Rail Safety National Law (NSW)

(the Schedule to the South Australian Act, as amended from time to time, adopted for NSW with modifications by the above adoption Act)

- Rail Safety National Law National Regulations 2012
(South Australian Regulations adopted for NSW under the *Rail Safety National Law (NSW)*)

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 (to 30.08.2018)
(provisions relating to the parts of the Act administered by the Minister for Transport and Infrastructure)
- Transport Administration (General) Regulation 2018 (from 31.08.2018)
(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 (01/07/18–02/04/19)

City of Sydney Act 1988

(Part 4A and Schedule 2, jointly with the Minister for Transport and Infrastructure (remainder, the Minister for Local Government))

Driving Instructors Act 1992

- Driving Instructors Regulation 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 (Registration) 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 2017
 - Road Transport (General) Regulation 2013
 - Road Transport (Vehicle Registration) Regulation 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 (to 31.08.2018)
 - Roads Regulation 2018 (from 01.09.2018)
-

Sydney Harbour Tunnel (Private Joint Venture) Act 1987

Minister for Roads, Maritime and Freight (01/07/18-02/04/19)

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 (to 30.08.2018)
(provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)
- Transport Administration (General) Regulation 2018 (from 31.08.2018)
(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 (01/07/18-02/04/19)

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 (01/07/18-02/04/19)

Nil

Acts and subordinate legislation administered by the Minister for Transport and Roads

Minister for Transport and Roads (02/04/2019-30/06/2019)

Air Navigation Act 1938

Air Transport Act 1964

- Air Transport Regulation 2016

Broken Hill to South Australian Border Railway Agreement Act 1968

City of Sydney Act 1988

(Part 4A and Schedule 2)

Civil Aviation (Carriers' Liability) Act 1967

Driving Instructors Act 1992

- Driving Instructors Regulation 2016

Heavy Vehicle (Adoption of National Law) Act 2013

- Heavy Vehicle (Adoption of National Law) Regulation 2013

Minister for Transport and Roads (02/04/2019–30/06/2019)

Heavy Vehicle National Law (NSW)

- Heavy Vehicle (Fatigue Management) National Regulation (NSW)
 - Heavy Vehicle (General) National Regulation (NSW)
 - Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)
 - Heavy Vehicle (Registration) National Regulation (NSW)
 - Heavy Vehicle (Transitional) National Regulation (NSW) (expired 01.07.2018)
 - 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
-

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 (General) Regulation 2017
-

Passenger Transport Act 2014

- Passenger Transport Regulation 2014
-

Photo Card Act 2005

- Photo Card Regulation 2014
-

Point to Point Transport (Taxis and Hire Vehicles) Act 2016

- Point to Point Transport (Taxis and Hire Vehicles) (Industry Adjustment) Regulation 2016
 - Point to Point Transport (Taxis and Hire Vehicles) Regulation 2017
-

Ports and Maritime Administration Act 1995

- Ports and Maritime Administration Regulation 2012
-

Rail Safety (Adoption of National Law) Act 2012

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

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

Recreation Vehicles Act 1983

(Parts 4 and 6 (remainder, the Minister for Energy and Environment))

Road Transport Act 2013

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

Minister for Transport and Roads (02/04/2019-30/06/2019)*Roads Act 1993*

(from 02.04.2019 – except parts the Minister for Planning and Public Spaces)

(from 01.05.2019 – except parts the Minister Water, Property and Housing and the Minister for Energy and Environment)

(from 28.06.2019 – except parts, the Minister Water, Property and Housing, the Minister for Energy and Environment and the Minister for Local Government)

- Roads Regulation 2018

*Sydney Harbour Tunnel (Private Joint Venture) Act 1987**Transport Administration Act 1988*

- Transport Administration (General) Regulation 2018
- Transport Administration (Staff) Regulation 2012

Acts and subordinate legislation administered by the Minister for Regional Transport and Roads**Minister for Regional Transport and Roads (01/05/2019-30/06/2019)**

The Minister for Regional Transport and Roads has joint administration of all Acts listed for the Minister for Transport and Roads

New Acts and amendments to Acts in the portfolio of the Minister for Transport and Roads (including from 01/05/2019 jointly with the Minister for Regional Transport and Roads) (incorporating earlier Ministries during 2018-2019)**Acts assented to or commenced during 2018-19***Heavy Vehicle National Law and Other Legislation Amendment*

Act 2016 (Queensland 2016 Act No 65)

(This Queensland Act amended the *Heavy Vehicle National Law* (NSW). Assent 09.12.2016; relevant parts commenced 01.10.2018 and 01.10.2018; see *Heavy Vehicle National Law* (NSW) Historical notes for provisions that were without effect)

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

(Assent 23.11.2017; Schedule 1.3 commenced 03.12.2018)

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

(Assent 09.05.2018; commenced on 01.07.2018)

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

(Commencement Proclamation 2018 No 275 – whole Act commenced 01.07.2018)

(Amended the *Transport Administration Act 1988* and other legislation to establish Sydney Metro and to facilitate the development, implementation and operation of a metro in Sydney (from long title))

Road Transport and Other Legislation Amendment (Digital Driver Licences and Photo Cards) Act 2018 (Act 2018 No 21)

(Assent 30.05.2018; section 3 commenced on assent; otherwise uncommenced)

Road Transport Legislation Miscellaneous Amendments Act 2018 (Act 2018 No 23)

(Assent 30.05.2018; parts commenced 01.07.2018 01.10.2018 & 14.12.2018)

Acts assented to or commenced during 2018-19

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

(This Queensland Act amended the Heavy Vehicle National Law (NSW). Assent 18.06.2018; commenced 01.07.2018 and 01.10.2018)

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

(This Regulation is included here as it amended Schedule 1 of the *Heavy Vehicle (Adoption of National Law) Act 2013* (NSW). Published NSW Legislation website 29.06.2018; commenced 01.07.2018 except Schedule 1 [2]-[5] which commenced 01.10.2018)

Rail Safety (Adoption of National Law) Regulation 2018 (2018 No 396)

(This Regulation is included here as its Schedule 1 amended Schedule 1 of the *Heavy Vehicle (Adoption of National Law) Act 2013* (NSW). Published NSW Legislation website 27.07.2018; commenced 01.10.2018)

Heavy Vehicle National Law Amendment Act 2018 (Queensland 2018 Act No 18)

(This Queensland Act amended the Heavy Vehicle National Law (NSW). Assent 11.09.2018; relevant parts commenced on 01.10.2018, section 19 was without effect, see Heavy Vehicle National Law (NSW) Historical notes)

Road Transport Legislation Amendment

(Penalties and Other Sanctions) Act 2018 (Act 2018 No 54)

(Assent 05.10.2018; parts commenced 03.12.2018 & 20.05.2019; remainder uncommenced)

Emergency Services Legislation Amendment Act 2018 (Act 2018 No 59)

(Assent 26.10.2018; relevant parts (Schedule 5.1 & 5.3) commenced on assent)

Statute Law (Miscellaneous Provisions) Act (No 2) 2018 (Act 2018 No 68)

(Assent 31.10.2018; relevant parts (Schedule 2.24, 2.30, & 2.31) commenced 08.01.2019)

Government Sector Finance Legislation (Repeal and Amendment) Act 2018 (Act 2018 No 70)

(Assent 22.11.2018; relevant parts amending Transport cluster legislation (Schedule 3.49, 3.61, 3.62 and Sch.4.83) commenced 01.12.2018 & (Schedule 4.50, 4.105, 4.106) uncommenced)

Justice Legislation Amendment Act (No 3) 2018 (Act 2018 No 87)

(Assent 28.11.2018; relevant part (Schedule 1.23) commenced on 28.11.2018)

Road Transport Amendment (National Facial Biometric Matching Capability) Act 2018 (Act 2018 No 91)

(Assent 28.11.2018; commenced on assent)

Statute Law (Miscellaneous Provisions) Act 2019 (Act 2019 No 1)

(Assent 17.06.2019; relevant parts (Schedules 1.11, 1.16, 1.17 & 1.18) commenced on 01.07.2019)

Point to Point Transport (Taxis and Hire Vehicles) Amendment

(Miscellaneous) Regulation 2019 (2019 No 60)

(NSW legislation website 08.02.2019; commenced on 08.02.2019)

(This Regulation is included here as its Schedule 1 amended Schedule 2 (Savings, transitional and other provisions) of the *Point to Point Transport (Taxis and Hire Vehicles) Act 2016*)

Rail Safety National Law (South Australia) (Miscellaneous)

Amendment Act 2019 (South Australia Act No 4 of 2019)

(This South Australian Act amends the Rail Safety National Law as set out in the Schedule to the *Rail Safety National Law (South Australia) Act 2012* (SA) which, as amended from time to time, is adopted by the *Rail Safety (Adoption of National Law) Act 2012* (NSW))

(Assent 11.04.2019; Commencement Proclamation South Australian Government Gazette No 26 of 06.06.2019 p 1754)

New subordinate legislation and amendments to subordinate legislation in the portfolio of the Minister for Transport and Roads (including from 01/05/2019 jointly with the Minister for Regional Transport and Roads) (incorporating earlier Ministries during 2018-2019)

Subordinate legislation assented to or commenced during 2018-19

Heavy Vehicle National Amendment Regulation 2017 (2017 No 329)

(Queensland Regulation applicable to NSW; NSW Legislation website 30.06.2017; Part 2 which amended the Heavy Vehicle (Fatigue Management) National Regulation (NSW) commenced on 01.10.2018)

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

(Assent 18.04.2018; commenced on 01.07.2018)

(Schedule 3 made consequential amendments to the Passenger Transport (General) Regulation 2017)

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

(South Australian Regulations applicable to NSW; NSW Legislation website 15.06.2018; commenced on 01.07.2018)

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

(NSW Legislation website 22.06.2018; commenced 01.07.2018)

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

(NSW Legislation website 22.06.2018; commenced 01.07.2018)

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

(Queensland Regulation applicable to NSW; NSW Legislation website 22.06.2018; commenced on 01.07.2018)

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

(Queensland Regulation applicable to NSW; NSW Legislation website 22.06.2018; commenced on 01.07.2018)

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

(NSW Legislation website 29.06.2018; commenced on 01.07.2018)

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018)

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018)

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018)

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018)

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018)

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018)

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018)

Subordinate legislation assented to or commenced during 2018-19

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018 except Schedule 1 [2], [3] and [5] which commenced on 01.10.2018)

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

(NSW legislation website 29.06.2018; commenced on 01.07.2018 except Schedule 1 [2]-[5] which commenced on 01.10.2018.)

Road Amendment (Bicycles on Footpaths) Rule 2018 (2018 No 388)

(NSW legislation website 20.07.2018; commenced on 23.07.2018)

Rail Safety (Adoption of National Law) Regulation 2018 (2018 No 396)

(NSW legislation website 27.07.2018; commenced on 27.07.2018)

[Included repeal of the Rail Safety (Adoption of National Law) Regulation 2012]

Road Transport (Driver Licensing) Amendment (Rider Competency Assessment) Regulation 2018 (2018 No 410)

(NSW legislation website 03.08.2018; commenced on 03.08.2018)

Road Transport (General) Amendment (Hunter Development Corporation) Regulation 2018 (2018 No 411)

(NSW legislation website 03.08.2018; commenced on 03.08.2018)

Road Transport (General) Amendment (Northern NSW Local Health District) Regulation 2018 (2018 No 412)

(NSW legislation website 03.08.2018; commenced on 03.08.2018)

Motor Vehicles Taxation Amendment (Caravans) Regulation 2018 (2018 No 446)

(NSW Legislation website 17.08.2018; commenced on 17.08.2018)

Road Transport (General) Amendment (Restructuring of NSW Police Force) Regulation 2018 (2018 No 448)

(NSW Legislation website 17.08.2018; commenced on 17.08.2018)

Transport Administration (General) Regulation 2018 (2018 No 504)

(NSW Legislation website 31.08.2018; commenced on 31.08.2018)

[Included repeal of the Transport Administration (General) Regulation 2013]

Roads Regulation 2018 (2018 No 512)

(NSW Legislation website 31.08.2018; commenced on 01.09.2018)

[Replaced the Roads Regulation 2008 which was repealed on 01.09.2018]

Road Amendment (Portable Traffic Light Trailers) Rule 2018 (2018 No 522)

(NSW legislation website 07.09.2018; commenced on 08.09.2018)

Road Transport (Driver Licensing) Amendment (Demerit Points) Regulation 2018 (2018 No 523)

(NSW legislation website 07.09.2018; commenced on 17.09.2018)

Heavy Vehicle (Mass, Dimension and Loading) National Amendment Regulation 2018 (2018 No 554)

(Queensland Regulation applicable to NSW; NSW Legislation website 25.09.2018; to commence immediately after the commencement of the *Heavy Vehicle National Law Amendment Act 2018*, section 12, which commenced on 01.10.2018)

Subordinate legislation assented to or commenced during 2018-19

Road Transport Amendment (Written-off Heavy Vehicles Register) Regulation 2018 (2018 No 629)
(NSW legislation website 09.11.2018; commenced on 03.12.2018)

Road Transport (General) Amendment (Parking Fine Flexibility and Grace Period) Regulation 2018 (2018 No 658)
(NSW legislation website 23.11.2018; commenced on 23.11.2018)

Road Transport (Driver Licensing) Amendment (Interstate and International Visitors) Regulation 2018 (2018 No 691)
(NSW legislation website 30.11.2018; commenced on 30.11.2018)

Road Transport Legislation Amendment (Release of Information to Toll Operators) Regulation 2018 (2018 No 692)
(NSW legislation website 30.11.2018; commenced on 30.11.2018)

Transport Administration (General) Amendment (Parramatta Light Rail) Regulation 2018 (2018 No 705)
(NSW legislation website 07.12.2018; commenced on 07.12.2018)

Heavy Vehicle (Adoption of National) Amendment (Penalties) Regulation (No 2) 2018 (2018 No 714)
(NSW legislation website 07.12.2018; commenced on 14.12.2018)

Road Transport (General) Amendment (Further Parking Fine Reductions) Regulation 2018 (2018 No 724)
(NSW legislation website 14.12.2018; commenced on 01.01.2019)

Passenger Transport (General) Amendment (Drivers' Authorities) Regulation 2018 (2018 No 782)
(NSW legislation website 21.12.2018; commenced on 21.12.2018)

Road Transport Legislation Amendment (Light Rail) Regulation 2019 (2019 No 51)
(NSW legislation website 01.02.2019; commenced on 01.02.2019)

Point to Point Transport (Taxis and Hire Vehicles) Amendment (Miscellaneous) Regulation 2019 (2019 No 60)
(NSW legislation website 08.02.2019; commenced on 08.02.2019)
(Schedule 1 amended Schedule 2 (Savings, transitional and other provisions) of the *Point to Point Transport (Taxis and Hire Vehicles) Act 2016* and Schedule 2 of this Regulation amended the Point to Point Transport (Taxis and Hire Vehicles) Regulation 2017)

Road Transport Legislation Amendment (Digital Delivery of Notices) Regulation 2019 (2019 No 61)
(NSW legislation website 08.02.2019; commenced on 08.02.2019)

Road Transport (Vehicle Registration) Amendment (Consumer Recalls) Regulation 2019 (2019 No 80)
(NSW legislation website 15.02.2019; commenced on 15.02.2019)

Road Transport (General) Amendment (Parking Fine Flexibility) Regulation 2019 (2019 No 89)
(NSW Legislation website 22.02.2019; commenced on 28.02.2019)

Road Transport (General) Amendment (Speed Measuring Devices) Regulation 2019 (2019 No 132)
(NSW Legislation website 28.02.2019; commenced on 28.02.2019)

Motor Vehicles Taxation Amendment (Toll Relief Scheme) Regulation 2019 (2019 No 195)
(NSW Legislation website 17.05.2019; commenced on 20.05.2019)

Subordinate legislation assented to or commenced during 2018-19

Road Transport (Vehicle Registration) Amendment (Toll Relief Scheme) Regulation 2019 (2019 No 196)

(NSW Legislation website 17.05.2019; commenced on 20.05.2019)

Roads Amendment (Toll Relief Scheme) Regulation 2019 (2019 No 197)

(NSW Legislation website 17.05.2019; commenced on 20.05.2019)

Driving Instructors Amendment (Fees) Regulation 2019 (2019 No 239)

(NSW legislation website 14.06.2019; commenced on 01.07.2019)

Marine Safety Amendment (Fees) Regulation 2019 (2019 No 241)

(NSW legislation website 14.06.2019; commenced on 01.07.2019)

Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2019 (2019 No 242)

(NSW legislation website 14.06.2019; to commence on 01.07.2019)

Ports and Maritime Amendment (Fees) Regulation 2019 (2019 No 243)

(NSW legislation website 14.06.2019; commenced on 01.07.2019)

Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2019 (2019 No 244)

(NSW legislation website 14.06.2019; commenced on 01.07.2019)

Roads Amendment (Penalty Notice Offences) Regulation 2019 (2019 No 245)

(NSW legislation website 14.06.2019; commenced on 01.07.2019)

Driving Instructors Amendment (Licences) Regulation 2019 (2019 No 256)

(NSW legislation website 21.06.2019; commenced on 21.06.2019)

Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2019 (2019 No 258)

(NSW legislation website 21.06.2019; commenced on 01.07.2019)

Rail Safety National Law National Regulations (Fees) Variation Regulations 2019 (2019 No 262)

(South Australian Regulations applicable to NSW; NSW Legislation website 21.06.2019; commenced on 01.07.2018)

Rail Safety National Law National Regulations Variation Regulations 2019 (2019 No 263)

(South Australian Regulations applicable to NSW; NSW Legislation website 21.06.2019; commenced on 01.07.2019)

Road Transport (Driver Licensing) Amendment (Release of Photographs to ASIO) Regulation 2019 (2019 No 264)

(NSW Legislation website 21.06.2019; commenced on 21.06.2019 except if Schedule 1 [4] to the *Road Transport and Other Legislation Amendment (Digital Driver Licences and Photo Cards) Act 2018* (uncommenced as at 30.06.2019) commences after 21.06.2019 Schedule 1.2 (Other amendments) to this Regulation commences on that later day)

Road Transport (General) Amendment (Parking Fine Flexibility) Regulation (No 2) 2019 (2019 No 265)

(NSW Legislation website 21.06.2019; commenced on 01.07.2019)

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.’

***Transport for NSW v Waters (No 2)* [2019] NSWCATAP 96**

(Appeal Panel of the Civil and Administrative Tribunal of New South Wales, 18 April 2019)

This was an appeal from the decision of the Civil and Administrative Tribunal of New South Wales (‘NCAT’) in the matter of *Waters v Transport for NSW* [2018] NSWCATAD 40. That decision was mentioned in the Transport for NSW Annual Report 2017-18 Volume 1 Legal Change content at page 121.

Mr Waters initially sought a review by 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. Mr Waters argued that the collection of ‘Travel Data’ (tap on/tap off locations) as personal information was not reasonably necessary. NCAT’s initial decision (published on 5 February 2018) found in Mr Water’s favour.

Transport for NSW lodged an appeal. An NCAT Appeal Panel allowed the appeal following a hearing on 19 July 2018 and held a new hearing on 24 January 2019. The Appeal Panel’s decision published on 18 April 2019 affirmed the decision Transport for NSW had made on internal review in 2016. The Appeal Panel found that the collection of personal information described as ‘Travel Data’ is for the ‘ticketing purpose’ of calculation and collection of the correct fare and is reasonably necessary for that purpose.

Accordingly, there was no contravention of section 8 of the Act by Transport for NSW.

***Roads and Maritime Services v Desane Properties Pty Limited* [2018] NSWCA 196**

(NSW Court of Appeal, 6 September 2018)

This was an appeal from a judgment of the Supreme Court of New South Wales in the matter of *Desane Properties Pty Limited v State of New South Wales* [2018] NSWSC 553. That judgment was mentioned in the Transport for NSW Annual Report 2017-18 Volume 1 Legal Change content at page 121.

The Court of Appeal judgment is important because it has implications for the drafting of statutory notices under the *Land Acquisition Just Terms Compensation Act 1991* (Just Terms Act). The judgment also gives guidance on when compulsory acquisitions may be carried out relative to the timetable for the project to which the acquisition relates. The case also clarifies that land may be compulsorily acquired even though it is only to be used temporarily for a purpose falling within the powers of the acquiring authority.

The Court of Appeal held that the proposed acquisition notice (PAN) issued by Roads and Maritime Services (RMS), which was for the proposed acquisition of certain land at Rozelle for the WestConnex M4-M5 Link, did not need to strictly comply with the form approved by the Minister administering the Just Terms Act, despite section 15 of that Act. Substantial compliance was sufficient. The Court also found that the acquisition of an estate in fee simple in the land was legally valid (being for the purposes of the *Roads Act 1993*) even though the surface of the land was intended to be used as a road tunnel construction compound for a few years before being turned into a park, while a permanent tunnel was to be built underneath part of the land. The Court held that the purpose was still valid even though there was a risk that the intended use would not ultimately be realised.

The Court held that the intended use of the land did not need to be identified with precision at the time the PAN was issued, as the Court accepted that the design would continue to evolve over time and that would affect the specific use of the land to be acquired.

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,

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 the Transport cluster agencies has representatives from across the Transport cluster. The Committee has quarterly meetings to discuss categories of information which can be considered for proactive release and to update the proactive disclosure program. Transport proactively releases information about Transport cluster functions and services through its website at www.transport.nsw.gov.au.

Number of access applications received

During the year, we received 191 access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information

We refused 20 access applications in 2018-19 because the information requested was information referred to in Schedule 1 of the GIPA Act.

Statistical information about access applications – Schedule 2

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

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	9	20	4	10	1	6	0	2
Members of Parliament	16	3	4	6	2	8	0	2
Private sector business	3	6	0	3	0	6	0	6
Not-for-profit organisations or community groups	3	1	1	2	1	2	0	0
Members of the public (application by legal representative)	4	5	0	5	0	0	0	5
Members of the public (other)	18	20	1	14	1	3	0	10

* 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.

Table B: Number of applications by type of applicant and outcome#

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	1	2	0	0	0	0	0	0
Access applications (other than personal information applications)	47	43	10	36	5	24	0	20
Access applications that are partly personal information applications and partly other	5	10	0	4	0	1	0	5

* 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.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	25
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	25
Invalid applications that subsequently became valid applications	14

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

	Number of times consideration used*
Overriding secrecy laws	1
Cabinet information	6
Executive Council information	1
Contempt	2
Legal professional privilege	8
Excluded information	1
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).

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

	Number of occasions when application not successful*
Responsible and effective government	22
Law enforcement and security	1
Individual rights, judicial processes and natural justice	39
Business interests of agencies and other persons	26
Environment, culture, economy and general matters	2
Secrecy provisions	1
Exempt documents under interstate Freedom of Information legislation	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).

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	172
Decided after 35 days (by agreement with applicant)	4
Not decided within time (deemed refusal)	2
Total	178

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

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner*	2	6	8
Internal review following recommendation under section 93 of Act	2	1	3
Review by NCAT	0	2	2
Total	5	9	14

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

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

	Number of applications for review
Applications by access applicants	14
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	2

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

	Number of applications transferred
Agency-initiated transfers	13
Applicant-initiated transfers	3

Privacy and Personal Information Protection Act 1998

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

The Privacy Management Plan includes:

- information about the development of policies and practices to ensure we comply with the requirements of the PPIP Act and the *Health Records and Information Privacy Act 2002* (HRIP Act)
- communication of the above policies and practices to people within Transport for NSW
- procedures that we adopt in regard to internal reviews under Part 5 of the PPIP Act, and other matters we consider relevant in relation to privacy and the protection of personal and health information we hold.

Transport for NSW chairs the Transport Cluster Privacy Forum, which brings together privacy practitioners from across the cluster. In addition, we work with the Transport cluster operating agencies to:

- create greater consistency in the management of personal information
- deliver materials that provide the highest standard of information about compliance with the privacy principles in the PPIP and HRIP Acts.

In 2018-19, we provided a range of privacy advice to Transport for NSW business areas and Transport agencies on privacy compliance and best practice. This advice included legal advice on privacy issues associated with new projects.

Transport for NSW received two applications for internal review under Part 5 of the PPIP Act. The first application was received on 20 October

2018 and was finalised with a finding that no breach occurred. The other application was received on 6 June 2019 and was determined shortly after the close of the reporting period.

During 2018–19, Transport for NSW appealed against a decision of the Civil and Administrative Tribunal of New South Wales (NCAT) concerning the application of section 8(1) of the PPIP Act. The Appeal Panel judgment was given on 23 August 2018, setting aside the tribunal’s original decision. The Appeal Panel then conducted a new hearing, with its final decision given on 18 April 2019. A summary of the decisions in *Transport for NSW v Waters* is set out in this Annual Report under the heading 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.’

Response to matters raised by the NSW Auditor General

The Auditor General in the Statutory Audit Reports for the year ended 30 June 2019 has raised no matters of significance.

Annual Report accessibility requirements

The Transport for NSW Annual Report complies with Web Content Accessibility Guidelines 2.0, as per the Premier’s Circular 2012–18 NSW Government Website Management.

Disclosure of controlled entities

Name	Objectives	Operations and activities	Performance measures and targets
Sydney Ferries	Deliver safe and reliable Sydney ferry services in an efficient, effective and financially responsible manner.	Sydney Ferries owns the ferry fleet, but does not operate ferry services.	Customer service objectives, contractual obligations and performance targets relating to contracted ferry service operators are specified in the Ferry Services Contracts.
State Transit Authority of NSW	State Transit Authority works collaboratively with Transport for NSW to achieve or exceed all customer service objectives, contractual obligations and performance targets specified in the Sydney Metropolitan Bus Service Contracts.	State Transit operates as a service provider in the Transport cluster and is managed by Transport for NSW. State Transit carries more than 130 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 with a target of 95 per cent of bus services. Improve customer satisfaction with key government services, measured using customer satisfaction ratings.

Name	Objectives	Operations and activities	Performance measures and targets
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.	<p>Key performance measures and targets for NSW Trains are:</p> <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.
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.	<p>Key performance measures and targets for Sydney Trains are:</p> <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.
Rail Corporation New South Wales (RailCorp)	RailCorp's principal role is owner of major rail and rail property assets in NSW.	RailCorp owns the rail network, stations, the majority of property and certain rolling stock, 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.

Name	Objectives	Operations and activities	Performance measures and targets
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. They 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.
Sydney Metro	Sydney Metro works collaboratively with Transport for NSW to achieve or exceed all customer service objectives, contractual obligations and performance targets as specified in the Sydney Metro Collaboration Agreement.	Sydney Metro was established as its own NSW Government Agency on 1 July 2018, and is responsible for managing the operations and maintenance of metro rail services in the north-west, and the planning and delivery of future metro lines.	<p>Key performance measures and targets for Sydney Metro are:</p> <ul style="list-style-type: none"> • Maintain or improve reliability of public transport services, measured using service frequency reliability of at least 98 per cent. • Improve customer satisfaction with key government services, measured using customer satisfaction ratings.

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 and land use strategies for metropolitan and regional areas. • The administration of the allocation of public funding for the transport sector, including the determination of budgets and programs across that sector. • The planning, oversight and delivery of transport infrastructure in accordance with integrated transport and land use strategies, and available financial resources, including prioritising of expenditure and projects across the transport system. 	<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 2019.

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 2019.

External design services were used to ensure the annual report would comply with the Web Content Accessibility Guidelines (WCAG). The total external costs associated with producing the PDF version of the report were approximately \$18,800, including design layout and proof-reading.

Transport for NSW

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