Transport for NSW

Annual Report

Volume 1 • 2020–21

NSW GOVERNMENT

Front cover: The biggest upgrade to rail over the Sydney Harbour Bridge was completed over a week in January.

Acknowledgement of Country

In the spirit of reconciliation, Transport acknowledges the Traditional custodians and owners of the many lands and waterways we work on across NSW. Transport acknowledges and respects their ongoing connections to land, sea and culture. Transport pays respect to Elders past and present and extends that support to all Aboriginal people of NSW.

Letter to Ministers

The Hon. Robert Stokes 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 have the pleasure of submitting the Department of Transport's Annual Report for the financial year ended 30 June 2021 for presentation to Parliament. It includes the annual report for Transport for NSW.

The two volumes of the report demonstrates Transport's progress in achieving its outcomes, and how it is managing its budget and delivering transport services, solutions and projects for the people of NSW, for the period 1 July 2020 to 30 June 2021.

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

Yours sincerely

Rob Sharp
Secretary

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From the Secretary

After two years and the removal of 650,000 tonnes of dirt and rock, excavation at Barangaroo was completed, a major milestone in delivering the Sydney Metro City & Southwest.

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As NSW faced another extraordinarily challenging year, Transport continued to respond. We helped our customers go safely about their journeys, moved millions of tonnes of freight and provided a lifeline to our economy through our massive infrastructure program.

And while we focused on meeting the needs of the people of NSW today, we have not lost sight of what we need to do to deliver better outcomes for our customers tomorrow. Guided by our strategic priorities, we are leaning into the exciting opportunity in front of us right now to deliver innovative transport solutions that will improve the lives of millions of people in NSW for generations to come.

COVID response – keeping our customers and communities safe

I am immensely proud and deeply inspired by our people's continued response to the COVID-19 situation in NSW.

Transport's COVID-19 Taskforce updated the NSW COVIDSafe Transport Plan to help protect our customers and maintain the operation of our transport and freight networks for essential travel.

We provided full services on our public transport network and added 4500 temporary services across Greater Sydney to support physical distancing. Over two million green dot stickers were rolled out to show customers the safest places to sit and stand, and we reduced fares for off-peak services and extended peak times to ease crowding. Dynamic agile scheduling was also introduced to balance supporting essential services and reduced mobility.

We were the first government agency in the world to proactively offer public transport capacity information to help our customers make informed decisions about when and how to travel during outbreaks to maintain physical distancing.

Transport worked with industry to establish five 24/7 pop-up COVID-19 testing sites for drivers crossing borders on key freight routes,

successfully advocated for the waiving of retail curfews and negotiated with interstate authorities to allow deliveries to cross borders.

We rolled out complimentary vehicle sanitisation stations in metro and regional NSW to support all point to point transport vehicles with up to two sanitisations per day to help keep drivers and passengers safe and reduce the spread of illness.

During the NSW/Victorian border closure, we established 31 crossings to help enforcement on key corridors, which saw 5 million vehicles carrying around 13 million people cross the border without major incident.

Transport also collaborated with the Australian Government to transfer 147,000 people arriving from overseas into hotels for mandatory quarantine, and played an integral role in supporting NSW Health with contact tracing on our public transport services.

Leveraging technology to transform customer journeys

We know technology has a huge role to play in making our customers' journeys seamless, interactive and personalised across all transport modes.

Our world-leading Opal digital card trial is already making a huge difference for 10,000 customers who can now use one card for all

payments when they tap on and off with their smartphone or smartwatch. We can't wait to expand it so more customers can benefit.

In another world-first, regional NSW is exploring how automated vehicles can provide more reliable and accessible public transport. Coffs Harbour customers will be the first to travel on a fully automated public shuttle bus, as our driverless trial enters a new phase.

Sydney motorists are enjoying smoother, safer and more consistent journeys since the $605 million M4 Smart Motorway between Parramatta and Penrith opened in December 2020. By using Intelligent Transport Systems to monitor traffic conditions and respond to incidents in real time, we can better manage congestion, resulting in a 22 per cent drop in accidents and a 15 per cent reduction in travel times.

We launched our new Live Traffic app in June 2021 to improve the safety, ease and reliability of journeys. We can now send customers incident notifications on their saved trips and local areas, keeping them up to date with the latest information during floods or bushfires.

Transport understands the tremendous value of partnerships to harness innovation and deliver great customer outcomes. Through our Open Data Hub we've opened access to key datasets to innovators interested in connecting with our customers, understanding their preferences and tailoring services to meet their needs in real time. The Open Data Hub has 47,000 registered users and reached the huge milestone of 10 billion API hits earlier this year.

Making transport journeys safer and supporting our communities

Transport is committed to delivering safe, reliable and resilient operations every day.

While there's much more work to do, we are proud our continued focus on road safety helped to reduce the NSW road toll. In 2020 56 fewer people lost their lives compared with the previous year – the lowest annual road toll since 1923 – and we are on track to achieve the 30 per cent fatality reduction target by the end of 2021 that we set almost a decade ago.

Transport has continued to deliver proven road safety measures and new initiatives as part of the Road Safety Plan 2021. Across the State, we are investing $822 million in the NSW Safer Roads Program to deliver critical infrastructure safety measures such as safety barriers and rumble strips, including $640 million to save lives on country roads.

In late 2020, the first 30-kilometre per hour High Pedestrian Activity Areas were implemented in Manly and Liverpool. They are part of the NSW Government's aim to reduce speed-related injuries in very busy pedestrian areas, prioritise the walking needs of people and make cities more liveable.

We continue to deliver the world-first camera technology program to detect and enforce illegal mobile phone use while driving, which was recognised through the prestigious Prince Michael International Road Safety Award as well as the NSW Premier's Award for Innovation in Digital Technology.

Despite the reduction in road trauma over the past year, speeding remains the biggest killer on our roads and was a factor in almost half (47 per cent) of these deaths in 2020. Importantly, Transport has commenced delivering enhancements to the NSW Mobile Speed Camera Program based on best-practice evidence, to make our roads safer by reducing speeding right across the State.

In March, when NSW was ravaged by severe flooding and landslips that significantly disrupted transport networks, our people worked tirelessly to reconnect communities, reopen roads and resume services quickly.

We supported the evacuation of people from badly affected areas of Greater Sydney and helped local emergency services on the hard-hit mid-North Coast.

Creating cleaner journeys

Sustainability is a critical consideration driving our decision making at Transport.

That's why we've made NSW the best place in the nation to buy and drive an electric vehicle (EV), with nearly half a billion dollars invested in tax cuts and incentives to encourage the uptake of EVs. An ambitious target has also been set to transition the State Government car fleet to become fully electric by 2030 where feasible, and we're investing in a comprehensive statewide EV charging network to get more people into EVs and support regional tourism.

In Greater Sydney's south west, commuters are already enjoying quieter trips and cleaner air as the first 11 electric buses replaced older models. In March, we successfully trialled the first locally made electric bus – wholly designed and built in Western Sydney – which is paving the way for more electric buses to start replacing our existing fleet.

Transport is also focused on transitioning the entire electrified rail network (including light rail) to net zero electricity by 2025 to bring

it in line with Sydney Metro, which is already offsetting greenhouse gas emissions from 100 per cent of its operational electricity. And we're making it easier for people to choose more sustainable journeys with the roll out of an additional 22 kilometres of pop-up cycleways.

Delivering major projects

We kept the wheels of our economy turning and provided vital jobs as we continued delivering one of Australia's largest infrastructure pipelines – a $71.5 billion investment over the next four years.

We continued expanding our metro rail network and by the end of June more than half of the 31 kilometres of track for the Sydney Metro City & Southwest project was laid between Chatswood and Marrickville.

We are also closer to creating a western bypass of Greater Sydney's Eastern Harbour City. WestConnex hit key milestones with Rozelle Interchange tunnelling passing the halfway mark in April and the M4-M5 Link Tunnels road headers smashing through sandstone to connect two sections of tunnel for the first time. Our customers have shaved around 30 minutes off their peak hour travel time, after the 9 kilometre M8 twin tunnels between Beverly Hills and St Peters opened in July 2020.

The game changing addition of the $3 billion NorthConnex to our motorway network in October provided a vital link between the M1 Pacific Highway at Wahroonga and the M2 at Pennant Hills. Customers can now skip 21 sets of traffic signals and there are around 5000 fewer trucks on Pennant Hills Road each day, meaning streets have been returned to local communities.

We grabbed hold of the opportunity to make Greater Sydney's third emerging city into one of Australia's most connected. Transport carried out extensive community engagement and was successful in rezoning land to be preserved for three corridors that will be used for the North South Rail Line (for the future Sydney Metro – Western Sydney Airport), South West Rail Link extension, and Western Sydney Freight Line (Stage One) for the development of the Western Parkland City. This provides certainty for the community as well as land use planners preparing for new jobs, homes and industries around the Western Sydney Airport and the surrounding business area.

We continued upgrading key connections like the Great Western Highway, where Transport is investigating an 11-kilometre tunnel that will form a central component of the highway upgrade between Katoomba and

Lithgow. This would link with tunnels already planned to bypass Blackheath and Mount Victoria and complete the final stage of a 130 kilometre dual carriageway upgrade to significantly reduce travel times for residents, holiday-makers and freight customers.

The new $274 million Batemans Bay Bridge opened in March providing more reliable and safer trips and a boost to local tourism.

Our work to make journeys between Sydney and Bomaderry safer and faster than ever before was finalised, with the delivery of the $630 million, 9.8 kilometre Albion Park Rail Bypass. Opening a year early in October 2021, motorists are able to bypass 16 intersections, delivering a time saving of up to 30 per cent and returning local streets to local communities.

And the final section of the Pacific Highway upgrade between Woolgoolga and Ballina opened to traffic in December, marking the completion of the largest road infrastructure project ever undertaken in Australia. Tens of thousands of people worked on this once-in-a-generation project over 2 decades. It has delivered almost 700 kilometres of dual carriageway from Hexham to the Queensland border, resulting in reduced travel times and safer trips, with a 70 per cent reduction in fatal crashes.

Transforming our organisation to deliver for NSW

Our Evolving Transport organisational restructure was completed this year, delivering a more integrated organisation with a sharper focus on working together to deliver our *Future Transport 2056* vision.

In the year ahead we will continue integrating corporate functions across Transport, Sydney Trains and NSW TrainLink, to set us up to deliver our medium-term priorities with a focus on delivering safe, reliable and efficient services for the people of NSW and for our own people.

Through these uncertain times, we remain committed to adapting to provide essential services to our customers and communities every day, while looking for new and innovative ways to bring them an even better transport experience in the future.

Rob Sharp
Secretary

Transport remains committed to supporting our customers and communities and to bringing them better transport experiences every day.

About this report

For the health and safety of the community, customers wore masks on public transport.

The Transport for NSW Annual Report 2020–21 provides an overview of our achievements during the 2020–21 financial year against the outcomes from Transport's *10 Year Blueprint*.

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

Volume 1

Chapter 1 – About us

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

Chapter 2 – Delivering on outcomes

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

Chapter 3 – Financial overview

An overview of our financial results for 2020–21. A comprehensive set of financial statements on all activities is available in Volume 2.

Appendices

Our reporting requirements according to our statutory obligations.

Volume 2

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

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

About us

Transport for NSW

Transport for NSW (TfNSW) is the lead agency of the NSW Transport cluster, established in November 2011.

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

We play a major role in road and pedestrian safety and continue to work towards our Road Safety Plan's priority areas and actions.

We do all this by putting customers and communities at the centre of everything we do and partnering with operating agencies, private operators and industry to deliver customer-focused services and projects.

Our initiatives and programs are guided by our purpose and accountabilities, the Government's commitments, the Premier's Priorities, our *Future Transport 2056* strategy, and Transport's *10 Year Blueprint*.

Every day, Transport contributes to the NSW Government's commitments. We are the main source of advice on portfolio matters for the Minister for Transport and Roads, and the Minister for Regional Transport and Roads.

Supporting NSW

The transport system is fundamental to the success of the NSW economy and wellbeing of the community. It keeps the State's approximately 8 million residents moving, enables 800,000 businesses, and supports the annual movement of more than 500 million tonnes of freight.

Over 650 million customer journeys are made on public transport across NSW, and more than 16 million journeys take place on Greater Sydney's road network every day[1].

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

The importance of the State's transport network will increase, with the NSW population expected to grow to approximately 10 million by 2036, and the volume of freight moved set to increase by 28 per cent in the same period.

Transport is planning for the future and working with the NSW Government and its industry partners to deliver transport networks and solutions that will meet the needs, and support the aspirations, of the people and businesses of NSW, today and tomorrow.

This year required us all to show our resilience like never before and Transport continued to serve the people of NSW during the COVID-19 pandemic. We collaborated across Government and with our partners playing a critical role to keep the State moving and supporting the economy. We did this while ensuring our customers, communities and employees remained safe.

In a very challenging year, we aided recovery by investing in our record infrastructure program to:

• deliver $14.3 billion of road, public transport and freight infrastructure across NSW.

• manage and maintain NSW's $161.4 billion portfolio of transport assets.

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1   The number of customer journeys on public transport and the road network has been impacted by the COVID-19 pandemic. In 2020–21, patronage on public transport was 28.7 per cent lower than the previous year and 58.3 per cent lower than prior to the COVID-19 pandemic.

The new Albion Park Rail bypass motorway, looking south to Yallah.

Our purpose

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

Transport outcomes

Our outcomes describe the goals we aspire to achieve with our partners:
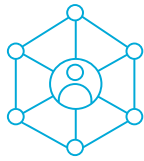
Connecting our customers' whole lives

Transport systems and solutions enabling economic activity

Successful places for communities

Thriving people doing meaningful work

Our cultural aspirations guide us each day

Our cultural aspirations help us hold true to who we are, and how we lead and work every day to deliver on our priorities and outcomes:

Customer at the centre – we are driven to deliver the best possible experiences and outcomes for our customers. We actively engage our customers early and often, to deeply understand their needs and expectations. We use these insights to shape everything we deliver and enable for our customers.

People at the heart – our people are proud to work at Transport. Our leaders connect with their people, empowering them to succeed and making everyone part of something bigger. We are an integrated, flexible, diverse and inclusive business that delivers for customers, communities and the people of NSW.

For the greater good – we make decisions that balance the needs of customers, communities and the people of NSW. We make a real and lasting difference to peoples' lives and are known for the positive legacy we leave.

Our five ways of leading

Our five ways of leading reflect the way we work together and lead everyday. By embracing these behaviours we are able to more effectively deliver for the people of NSW.

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

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

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

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

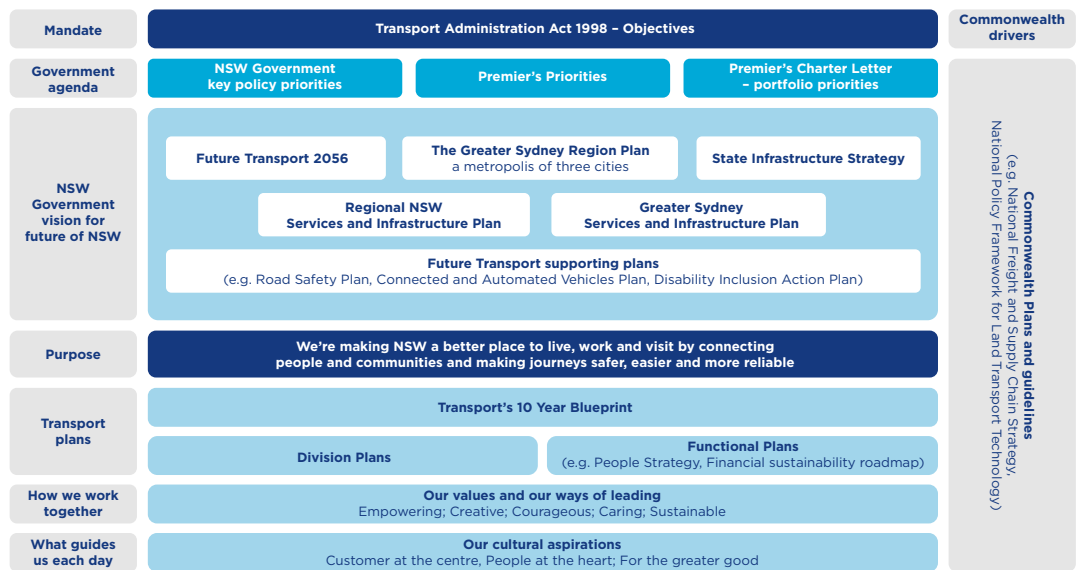**Courageous** is about accepting the challenge and committing to doing the right things. It includes seeing things as they are, speaking up, pushing through barriers and challenging the status quo.

Our strategic direction

Transport's strategic direction is set according to a range of external and internal strategies and plans. These include the NSW Government's commitments and vision, Australian Government drivers and Transport's legislative mandate. Key plans and strategies include the Premier's Priorities, *Future Transport 2056*, and Transport's *10 Year Blueprint*.

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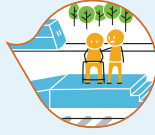
Hierarchy of direction setting

Mandate	**Transport Administration Act 1998 – Objectives**	**Commonwealth drivers**
Government agenda	**NSW Government key policy priorities** / **Premier's Priorities** / **Premier's Charter Letter – portfolio priorities**	
NSW Government vision for future of NSW	**Future Transport 2056** / **The Greater Sydney Region Plan** a metropolis of three cities / **State Infrastructure Strategy** / **Regional NSW Services and Infrastructure Plan** / **Greater Sydney Services and Infrastructure Plan** / **Future Transport supporting plans** (e.g. Road Safety Plan, Connected and Automated Vehicles Plan, Disability Inclusion Action Plan)	**Commonwealth Plans and guidelines** (e.g. National Freight and Supply Chain Strategy, National Policy Framework for Land Transport Technology)
Purpose	**We're making NSW a better place to live, work and visit by connecting people and communities and making journeys safer, easier and more reliable**	
Transport plans	**Transport's 10 Year Blueprint** / **Division Plans** / **Functional Plans** (e.g. People Strategy, Financial sustainability roadmap)	
How we work together	**Our values and our ways of leading** Empowering; Creative; Courageous; Caring; Sustainable	
What guides us each day	**Our cultural aspirations** Customer at the centre, People at the heart; For the greater good	

Future Transport 2056

Future Transport 2056 is a suite of strategies and plans that set the 40-year vision, direction and principles for customer mobility in NSW, guiding transport investment over the longer term. It presents a glimpse of the large economic and societal shifts, and rapid changes in technology and innovation we will see in the future. It describes how we will respond so we can create and maintain a world-class, safe, efficient and reliable transport system.

The *Future Transport 2056* vision is built on six principles:

Customer focused
Customer experiences are seamless, interactive and personalised, supported by technology and data.

Safety and performance
Every customer should enjoy safe travel across a high-performing, efficient network.

Successful places
The liveability, amenity and economic success of communities and places should be enhanced by transport.

Accessible services
Transport should enable everyone to get the most out of life, wherever they live and whatever their age, ability or personal circumstances.

A strong economy
The transport system powers NSW's future $1.3 trillion economy and enables economic activity across the State.

Sustainability
The transport system should be economically and environmentally sustainable, affordable for customers and support emissions reductions.

Connecting to the future, Transport's 10 Year Blueprint

Transport's *10 Year Blueprint* sets a medium-term direction to deliver our *Future Transport 2056* strategy. It focuses our efforts on the best responses to the challenges and opportunities of emerging technologies and mobility solutions, and the changing expectations from customers and communities about how they want to live, work and travel.

The four outcomes in the *10 Year Blueprint* describe the outcomes we aspire to achieve and the value we are seeking to deliver over time. They are:

Connecting our customers' whole lives
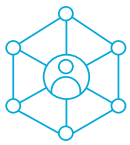
Transport plays a vital role in the lives of its customers, delivering transport solutions catering for the range of journey types needed by people and freight. Transport provides safe and seamless journeys, and new mobility options and experiences. We do this by delivering, operating and maintaining services and infrastructure focused on reliability, availability and customer experience.

Transport systems and solutions enabling economic activity

Transport systems power and connect a globally competitive, inclusive and sustainable NSW. Transport plays a critical role in driving economic growth and improving the quality of life for the people of NSW. Transport invests in network enhancements to enable efficient networks and manages and maintains quality assets.

Successful places for communities

Transport helps create places that integrate the right mix of infrastructure, services, access and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes. Transport works in close partnership with communities to ensure the places created reflect their people and culture, protecting and enhancing communities and their environments.

Thriving people doing meaningful work

The world of work is changing at a rapid pace. Our most valuable asset is our people, and we will support them to transition and thrive in a changing world. We will be proactive and deliberate in designing our ways of working and workplaces, so we are creating new opportunities for our people to fulfil their aspirations and be successful.

Outcome budgeting – delivering our outcomes

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

- the outcomes and service levels to be achieved by total expenditure
- evidence on the effectiveness of programs to deliver these outcomes
- transparency on the performance of total expenditure in achieving the outcomes
- continuous improvement in how services are delivered and outcomes achieved.

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

Our operating model

Across the State, Transport has more than 29,000 employees. Transport consists of Transport for NSW and an extended network of government agencies. Our operating model shows how we integrate and support one another to deliver our outcomes.

The operating model recognises that the world we live in and how our customers engage with us and use the transport network is changing. The operating model positions Transport to be able to deliver for customers, communities and the people of NSW now and into the future.

The operating model facilitates a place-based approach to transport, with a focus on mobility and end-to-end journeys rather than individual modes of transport to create a seamless travel experience for our customers.

Our operating model is brought to life by the people of Transport, our values and ways of leading.

Transport's operating model (as at 30 June 2021)

The Transport model

Secretary of Transport	Office of the Secretary

Customer Strategy and Technology	Greater Sydney	Regional and Outer Metropolitan
	Sydney Trains	
	State Transit Authority	NSW TrainLink

Sydney Metro	Infrastructure and Place

Safety, Environment and Regulation
Corporate Services
People and Culture

Point to Point Transport Commission[2]

Port Authority

Office of Transport Safety Investigations

Transport Asset Holding Entity[3]

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2 The Point to Point Transport Commission is an agency within Transport. As the Commission does not produce its own Annual Report, information about its functions and achievements are include in TfNSW's Annual Report.

3 From 1 July 2020, RailCorp was converted into the Transport Asset Holding Entity (TAHE) and established as a statutory State Owned Corporation. TAHE assumes ownership of RailCorp's asset base, which is primarily comprised of heavy rail assets. TAHE's Board comprises three independent members (including the Chair), the Chief Executive Officer, and the Transport Secretary who is a statutory appointment.

Our organisational structure

Customer Strategy and Technology leads the strategy and long-term planning for our transport networks enabling the use of data in decision making, transforming customer experiences by building collaborative partnerships, embracing innovative thinking and new technologies, and supporting the sustainable movement of people and goods.

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

Regional and Outer Metropolitan engages with regional and rural customers and communities to deliver safe and tailored transport choices that connect regional NSW and contribute to strong economic growth and sustainability.

Sydney Metro is delivering Australia's biggest public transport project and first driverless railway. The agency engages with customers and the community, and contributes to vibrant and attractive places through station design, interchanges and precincts.

Infrastructure and Place is the delivery partner for the Greater Sydney and Regional and Outer Metropolitan divisions. Infrastructure and Place is responsible for developing and delivering transport infrastructure that our customers and communities need.

Office of the Secretary supports the Secretary to develop and deliver the key projects and priorities that matter most across Transport for NSW for our customers, our people and the greater good.

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

Corporate Services partners to provide financial, shared services, information technology, strategy development, strategic procurement, transformation and change, enterprise governance and assurance, legal services, audit, fraud and corruption solutions that align to Transport's wider organisational aims and objectives.

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

Point to Point Transport Commission regulates taxis and hire vehicles, including rideshare, to ensure safer point to point transport passenger services in NSW.

Key facts

COVID-19

- More than **4500** additional weekly public transport services were put on to help customers maintain physical distancing

- More than **2 million** green physical distancing dots were rolled out across the public transport network

- **1.1 million** masks were distributed to customers and **1.8 million** masks were distributed to frontline Transport employees

- More than **1900** additional cleaners employed

- **2000** train carriages disinfected every night and daily cleaning of more than **1400** STA buses

- **350** hand sanitiser units deployed to train and metro stations, wharves and bus depots

- Installation of **114** automated pedestrian crossings

- More than **15,000** weekly trips were taken on Sydney's pop-up cycleways

- Critical construction and maintenance work across NSW supported the livelihoods of more than **100,000** people

Flood response and recovery

- Over **170** crew on the ground working to fix damage across NSW

- Removed and repaired roads damaged from **70** landslips

- **28 out of 30** closed roads, reopened in less than 2 months

Customer satisfaction

- Sydney Trains **93%**
- NSW TrainLink **91%**
- Sydney Metro **98%**
- Metropolitan bus State Transit Authority **94%**
- Metropolitan bus private operators **93%**
- Ferry **99%**
- Sydney light rail **93%**
- Newcastle light rail **96%**
- Private vehicle **85%**
- Heavy vehicle **70%**
- Motorcycles **92%**
- Pedestrian **85%**
- Bicycle **87%**
- Taxi **90%**
- Rideshare **93%**

Infrastructure investment

- Delivered **$14.3 billion** of road, public transport and freight infrastructure in NSW in 2020-21, with **$71.5 billion** expected to be invested over the next 4 years to 2024–25
- **21** major infrastructure projects opened in 2020–21, including **8** in regional NSW

Roads and waterways

- **6.93 million** registered motor vehicles in NSW
- **240,087** recreational vessel registrations (including personal watercraft registrations)
- More than **46 billion** journeys on roads

Patronage on public transport

- Train **222,414,910**
- Metro **14,376,893**
- Bus **203,526,532**
- Ferry **6,905,265**
- Light rail **19,532,849**

Digital customer interactions

- **35.4 million** visits to transportnsw.info
- **89.9 million** trip plans using transportnsw.info, Opal Travel app or a Transport bot to plan a public transport trip in NSW
- **186,000** active users of Transport bot on Facebook, Twitter, Alexa, Google
- **2.5 million** active users of Opal Travel app

Accessible stations and wharves

- **91%** of train journeys began at a wheelchair-accessible train station
- **94%** of ferry journeys began at a wheelchair-accessible wharf

Journeys made by public transport, on foot or by bicycle

- **30.5%** in Greater Sydney
- **16.1%** in Illawarra region
- **13.9%** in Hunter region

Freight

- **Over 1.1 million** truck trips to Port Botany container terminals

- **More than 26,000** freight journeys made by rail

- **Over 19,000** requests for restricted access vehicles

- **5685** permits issued for safer and more productive performance based standards (PBS) vehicles

- **90%** of the State road network approved for PBS Level 2B vehicles

- **900 kilometre** increase in approved traditional road train network on State roads

Employees

- **More than 29,000** people work for Transport with **11%** located in rural and regional NSW

- **More than 12,000** people work for Transport for NSW

- **67%** employee engagement score (People Matter Employee Survey 2020)

Walking and cycling

- **7.4 million** customer journeys were made on foot each weekday in Greater Sydney, with **3.7 million** of these linking to public transport journeys

- **1.25 million** NSW residents ride a bicycle each week, and **2.9 million** ride a bicycle at least once a year

- **4400 kilometres** of cycleways and shared paths

Our assets

Overview
Transport manages and maintains $161.4 billion in network assets[4]

Buses

- **8107** buses
- More than **90%** of the bus fleet is wheelchair accessible
- More than **27,556** bus stops in Greater Sydney

Trains

- **2287** electric and diesel cars
- **292** train stations, including **4** airport line stations
- **1821** kilometres of track[5]
- **67** tunnels
- **1184** bridges
- **784** help points

Light rail

- **48** light rail vehicles
- **48** light rail stations
- **27.5** kilometres of track

4 The assets shown in this section show only a proportion of Transport's assets.

5 Excludes track managed and maintained by Australian Rail Track Corporation.

Ferries

- **32** ferries
- **48** commuter wharves

Metro

- **22** metro trains
- **13** metro stations
- **36** kilometres of twin track
- **15** kilometres of twin tunnels

Roads

- More than **18,000** kilometres of State roads
- About **3000** kilometres of regional and local roads
- **8410** road bridges
- **22** road tunnels
- **188** rest stops and highway service centres across NSW
- More than **1900** CCTV traffic management cameras across Greater Sydney
- Approximately **4600** traffic signals across Greater Sydney

Maritime

- **117** maritime and **25** personal watercraft vessels for water safety compliance operations
- **13** lighthouses
- **3738** navigational aids

Delivering on outcomes

Transport employees working to deliver projects for the community.

Supporting our customers, the community and our people through COVID-19

The COVID-19 pandemic presented multiple challenges as conditions across NSW, Australia and the world changed. Early in the pandemic, we set up rigorous systems across the organisation that helped us get ahead of the fluctuations so we could support customers and businesses who relied on our transport services. We also worked with our employees to develop and implement strategies to keep them safe.

During the peak COVID restrictions in April and May 2020 – when the community was advised to travel only for essential purposes and to work from home if possible – patronage across the public transport network in Greater Sydney dropped by about 80 per cent. At the same time, road traffic in Greater Sydney dropped by about 55 per cent. In regional NSW patronage across the public transport network dropped by about 85 per cent while road traffic dropped by about 36 per cent.

Public transport and road use increased by late 2020 when COVID-19 conditions improved in NSW, but they did not return to pre-COVID levels. While there was a gradual increase in people returning to the Sydney CBD and other employment centres, many did not return to the office five days a week. Others chose to walk or cycle to work.

This changed travel patterns – it flattened the weekday morning and afternoon peak periods. For instance, during November 2020 the proportion of trips in Greater Sydney in peak times was lower than pre-COVID levels with more trips in the middle of day and before peak periods. In regional NSW a larger proportion of road users travelled during the day rather than early and late in the day.

Over the financial year, travel by road recovered more quickly than by public transport. For instance, in May 2021, road traffic levels in Greater Sydney had returned to 98 per cent of pre-COVID weekday volumes, while public transport patronage remained at 62 per cent of pre-COVID levels. In regional areas, vehicle movements rose to 103 per cent of pre-COVID levels, while NSW TrainLink train and coach patronage returned to 69 per cent of pre-COVID patronage.

However, when NSW was again placed in lockdown these figures rapidly declined with Opal patronage reduced by 79 per cent of pre-COVID levels. Vehicle movements in Greater Sydney were down by 34 per cent of pre-COVID levels and vehicle movements in regional NSW were down by 6 per cent.

More than 1900 additional cleaners were employed to help keep our customers safe.

Almost 3 million masks were distributed to customers and frontline staff.

COVIDSafe Transport Plan

Transport's COVID-19 Taskforce operated through the year responding to the changing conditions. Its work included maintaining the operation of public transport, road, rail and freight networks and point to point transport such as taxis, hire cars and rideshare services for essential travel; ensuring the safety of customers using the networks; and safeguarding Transport staff across NSW.

The Taskforce updated the NSW COVIDSafe Transport Plan as restrictions eased and as they strengthened. The plan covered the deep cleaning of public transport services and infrastructure, instructions to customers on using public transport safely, and service changes to help reduce crowding.

The frequency, intensity and visibility of cleaning across the public transport network was comprehensive with more than 1900 additional cleaners employed and more than 2.75 million extra hours of cleaning to June 2021. Cleaning squads were deployed to hotspots and busy public transport hubs across NSW.

More than 2 million green physical distancing dot stickers were rolled out across the State to show customers the safest places to sit and stand on metro services, trains, buses, light rail and ferries as well as interchanges, train stations, bus and light rail stops, and wharves.

Despite an 80 per cent drop in public transport patronage, Transport for NSW continued to run a full timetable and added a further 4500 services across Greater Sydney to increase capacity for physical distancing and provide more options for customers. Data on the customer occupancy of each public transport vehicle was analysed to determine where new services were needed to manage immediate capacity issues, and to predict where services may be needed in future.

In July 2020, Transport temporarily reduced public transport fares by 50 per cent for off-peak services and extended peak times, to encourage customers to travel outside the busiest times and to reduce crowding. Three months later, permanent off-peak fare reductions of 30 per cent were announced on metro, trains, buses and light rail services.

Masks were mandated on public transport and point to point transport services during lockdowns, and customers were strongly advised to wear masks at other times. Transport deployed staff to provide masks to customers in hotspots. By the end of June 2021:

- 1.1 million masks were distributed to customers

- 1.8 million masks were distributed to frontline Transport staff.

We met the COVID-19 transport challenges throughout the year by collaborating across government and working with businesses on keeping their workforces safe. We communicated with our customers and the community on the impacts to transport services as health orders were made, and publicly released more data than ever before to help customers make safer choices about when to use public transport. We also closely monitored social media and customer feedback to address customer concerns.

Freight

Transport worked with the freight industry – which moves about 500 million tonnes of freight across NSW each year – to enable the relatively uninterrupted delivery of goods throughout the year. Our efforts included working with the Commonwealth and other states and territories to develop and support implementation of the National Freight Movement Protocol and Code, helping to deliver COVID-19 testing and self-isolation requirements for freight drivers.

By June 2021, Transport had established five 24/7 freight friendly COVID-19 testing sites for drivers crossing state borders, located on key regional freight routes at Forbes, Narrabarba, Tarcutta, Narrandera and Taree. Due to demand from the freight industry the number of testing sites across NSW has now been expanded to 11. The 6 additional testing sites are located at Ballina, Branxton, Dubbo, Marulan, Raglan and Yass. Transport also successfully advocated for the waiving of retail curfews so freight deliveries could be made 24 hours a day.

In partnership with councils and industry, Transport approved Higher Productivity Vehicle permits for vehicles travelling on the Hume Highway, improving access for safer and more productive vehicles servicing key grocery distribution centres in Western Sydney and Victoria.

Transport also facilitated engagement between port operators and health professionals to enable the continued operation of maritime freight, which is essential to the import and export of goods in NSW. Further, we supported the development of COVID-19 safety protocols for ship-to-shore activities such as maintenance checks and rapid COVID-19 testing.

Importantly, we established regular two-way engagement with the freight industry to keep industry and the NSW Government informed of the impacts of COVID-19 and health orders on the supply chain. We did this by leading industry forums, and by providing regular issue based e-mail updates and a dedicated freight web page on Transport's Freight Hub.

Border closures

Intermittently, borders were closed between states. We responded quickly to changing requirements and coordinated operational responses for all transport matters including customer impacts and traffic management, on behalf of councils. This kept communities safe and minimised disruption to customers.

We oversaw responses by establishing positive and ongoing working relationships with agencies from other states including police and transport authorities, as well as councils, contractors and the freight industry.

During the NSW/Victorian border closure, we established 29 controlled checkpoints and two closed sites to help with enforcement along the highways and the Murray River. On the NSW/Queensland border, Transport supported checkpoints along major roads including the Pacific Motorway, the Gold Coast, New England and Newell highways, and the Summerland Way.

We helped to establish dedicated freight lanes at key NSW border road checkpoints to prioritise freight movements. Similarly, rail freight services were prioritised on tracks.

For customers crossing borders by express passenger trains, we introduced limits so they could maintain a safe distance between each other. In addition, NSW passenger trains did not stop in Victorian hotspots. Information on cross-border services was continually provided to customers by SMS and on NSW TrainLink's website.

Five million vehicles containing about 13 million people crossed the NSW/Victorian border via 31 border crossings during the closure from July to November without a major incident or injury.

Tracing team

We collaborated with NSW Health and set up a tracing team within Transport that NSW Health contacted to pinpoint public transport services that were identified as potential COVID-19 case locations. This resulted in fast contact tracing information for NSW Health so it could issue health alerts. It also helped Transport identify and support staff working on affected services.

Customers who used credit or debit cards to pay for their journeys on public transport could register to access their trip history, which also made contact tracing easier. As of 30 June 2021, 30 per cent of customers used this payment method.

International arrivals

Transport collaborated with the Australian Government to transfer people arriving from overseas into hotels for mandatory quarantine. From 1 July 2020 to 30 June 2021 Transport managed the transfer of 147,000 people on 12,471 trips by coach from Sydney Airport to hotels, seven days a week.

All staff in Transport's airport repatriation bussing operation were subject to daily saliva testing and daily checks for mandatory personal and protective equipment. Procedures were continually updated to comply with the latest NSW Health orders.

Safe travel for events

As some large public events like the Royal Easter Show, the Big Bash League final and Anzac Day proceeded, Transport worked with NSW Health, NSW Police and specific venues to ensure patrons could move easily and safely. Despite the reduction in attendees, Transport provided more trains, buses and light rail services, fitted QR codes on buses, and managed cleaning squads to sanitise buses between services.

Taxis and rideshare vehicles

Transport helped taxis to implement QR codes and check-in stickers for vehicles. We also provided information and practical assistance to the point to point transport industry and its customers. Twelve vehicle sanitisation stations were set up across NSW to maintain public safety and confidence in taxis and rideshare services and drivers were given personal cleaning kits to reduce the spread of infection.
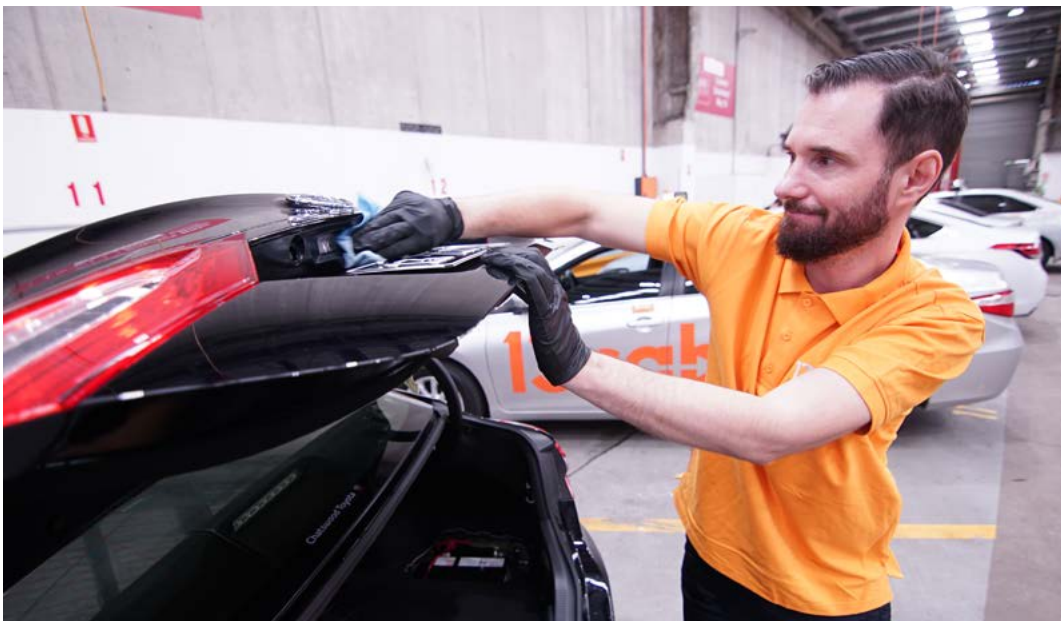
To keep taxi and rideshare customers safe, 12 vehicle sanitisation stations were set up.

Caring for customer safety

The COVID-19 outbreak immediately mobilised Transport to develop clear, timely and accurate trip information for customers so they could make informed decisions about when and how to travel safely. As customers were advised to maintain physical distancing, it became critical for them to know the occupancy of individual services. In response, Transport delivered innovative digital solutions including:

- COVID Safe travel notifications – using real-time and predictive customer occupancy data, customers could opt in to receive personalised alerts notifying them if physical distancing was possible or whether there were any disruptions on their service. Notifications were sent to about 100,000 customers a week.

- COVID Safe service capacity – customers planning trips on Transport digital channels could view real-time or predictive capacity information.

To support our culturally and linguistically diverse customers, Transport:

- translated physical distancing signage into Arabic, Simplified Chinese and Greek for lifts and platforms at identified stations.

- translated mandatory face mask posters into Arabic, Assyrian, Bengali, Greek, Hindi, Simplified Chinese, Urdu and Vietnamese.

- translated announcements relating to the use of face masks at stations and on public transport and how to use the 'green dots' to physically distance. The announcements were all recorded by Transport station staff who speak Arabic, Bengali, Chinese, Filipino, Greek, Italian, Nepalese, Urdu and Vietnamese. These announcements were then used where needed across the transport network.

Transport's people, working remotely, took just 12 weeks to deliver COVID Safe travel notifications which have proven to be a game changer in customer notification. This world-first service proactively provided capacity information ahead of time to help customers maintain physical distancing while travelling on their usual service.

Transport produced multi-channel customer information throughout the pandemic with campaigns and advice including:

- safe travel guidance
- what you can do
- please wear a face mask on public transport
- allow as much distance as possible from others on public transport
- spread along the bus stop
- *Stay COVID Safe and Share the space.*

Important information for train customers was quickly imparted through SMS alerts and onboard announcements. Transport provided QR code check-in signs and posters for buses across NSW and localised information for bus stops and wharves. Digital road signs for drivers and pedestrians were placed across Greater Sydney, the Blue Mountains, the Central Coast, Wollongong and Shellharbour.

From January, Transport launched a major campaign: *Face masks are mandatory on public transport*. In the months following, the campaign was repeated. It covered:

- 44,000 onboard signs
- 5000 posters delivered to more than 370 stations and wharves
- 187 digital screens, 1200 bus CCTV screens and B-line display units
- large face mask signs installed on the front of 220 buses in Sydney
- 1500 service indicator screens at train stations
- onboard and bus stop announcements
- electronic newsletters (785,000 subscribers)
- Opal Travel app push notifications (sent to 3 million devices)
- updates to transportnsw.info website and third-party travel apps.

The Transportnsw.info website was kept up to date with news and advice for customers and achieved 92.2 million page views and 35.4 million visits in 2020–21.

Caring for businesses and workers

Transport engaged with over 850 businesses and peak bodies to answer their questions and provide details about the transport plan for a COVID safe economy. Business leaders engaged in dialogue about economic recovery and helping people safely return to jobs and travel.

Our industry engagement focused on key travel messages for Transport employees as restrictions changed; initiatives to support the safe operation of businesses and their staff; and our Travel Choices program which centred on providing advice on the best practices for COVID-19 safety using transport network data, insights from industry and international trends.

We hosted a series of forums attended by a wide cross-section of organisations, representing a variety of industry sectors. The workshops provided an opportunity for us to work with key employers in an interactive and collaborative way, and to look more closely at how we could work together to fight the spread of COVID-19 and support economic resilience.

Our forums allowed business representatives to share their challenges with us and provided valuable insights into the key concerns of their workforces regarding work-related travel.

The workshops were well received by participants who found them informative and a demonstration of Transport's commitment to genuine collaboration, economic recovery and the safety of the community.

We communicated regularly with hundreds of transport operators across NSW on topics including cleaning guidelines and staff safety.

A COVID-19 dashboard was created in partnership with AnyTrip, providing Transport with near real-time information, combining data from Transport and agencies such as NSW Health and the Department of Education. Transport information was shared with the Department of Customer Service for integration into its whole-of-government dashboard, and transport data was made available to customers to help them plan their travel more effectively.

Caring for staff

COVID-19 continued to dramatically change the way staff worked, and posed risks to the health and safety of frontline staff who were not able to work from home. Transport's key support strategies for staff included tailored working arrangements, supporting at-risk staff, providing up-to-date information and engaging with unions on operational, safety and workforce matters.

Transport continued to use a range of dedicated COVID-19 communications channels for its 29,000 employees.

Up-to-date information in a changing environment

Transport aimed to support staff to make decisions for their safety and wellbeing, and embed new ways of working. This included regular COVID-19 emails and livestreams with news from the Secretary and other executives, and webinars on topics including wellbeing.

Transport's internal websites gave up-to-date news, advice, resources and tools. From March 2020 to 30 June 2021, it had 238 articles posted, 14,200 document downloads and more than 156,000 unique visits.
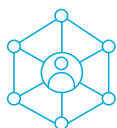
Connecting our customers' whole lives

Transport has aimed to connect customers to places more safely, easily and reliably no matter how they chose to travel. Transport's roads, public transport and freight networks have served millions of customers and businesses each day. Technological innovations have integrated modes of travel, provided new mobility and accessibility options for customers and freight. We collaborated deeply across NSW Government agencies and with other jurisdictions to respond to community and business concerns regarding safety and economic recovery as COVID-19 impacted NSW, Australia and the world.

Performance

Table 1: Customer satisfaction on public transport and roads[1]

Measure	2017–18 May 18	2018–19 May 19	2020–21 Nov 20	Target	2020–21 May 21
Sydney Trains (%)	86	89	94		93
NSW TrainLink (%)	86	90	94		91
Metro bus STA[2] (%)	89	92	92		94
Metro bus PBO[3] (%)	90	90	95	maintain or improve	93
Sydney light rail (%)	92	91	96		93
Newcastle light rail (%)	–	–	–		96
Ferry (%)	98	98	99		99
Sydney Metro (%)	–	95	99		98
Private vehicles (%)	83	85	–		85
Heavy vehicles (%)	75	70	–		70
Motorcycles (%)	89	87	–		92
Cyclists (%)	87	85	–	maintain or improve	87
Pedestrians (%)	85	87	–		85
Taxi (%)	86	86	–		90
Rideshare (%)	92	92	–		93

1   Due to the impact of COVID-19 on network usage and the requirement to physically distance, a Customer Satisfaction Survey was not undertaken in 2019–20.

2   STA: State Transit Authority.

3   PBO: Private Bus Operators.

Table 2: Customer satisfaction for people with disability on public transport and roads[4]

Measure	2017–18 May 18	2018–19 May 19	2019–20 Nov 20	Target	2020–21 May 21
Sydney Trains (%)	79	89	83		89
NSW TrainLink (%)	86	84	84		88
Metro bus STA (%)	85	88	88	reduce gap with overall customer satisfaction	84
Metro bus PBO (%)	89	89	87		87
Ferry (%)	95	100	87		94
Roads (%)	82	83	–		86

Table 3: Network safety[5]

Measure	2017–18	2018–19	2019–20	Target	2020–21
NSW road fatalities per 100,000 population	4.87	4.45	4.01	reduce road fatalities by 30% from 2008-2010 levels by 2021 Target: 3.56 per 100,000	3.63
NSW road serious injuries per 100,000 population[6]	142.3	143.1	128.5	–	–
NSW boating fatalities per 100,000 registered vessels	3.79	4.64	10.59	reduce fatalities by 30% from 10–year average as at 2014–15 by 2020–21 Target: 4.93 per 100,000	7.08

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

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

6   Road serious injury data for 2020–21 does not become available until after this annual report's publication.

Table 4: Reliability of journeys on public transport and roads

Measure	2017–18	2018–19	2019–20	Target	2020–21
Punctuality Sydney Trains (%)	92	91	92	92	95
On-time running NSW TrainLink (%)	90	89	91	92	90
On-timing running metro bus STA (%)	92	95	96	95	97
On-time running metro bus PBO (%)	96	95	97	95	97
On-time running ferry (%)	99	99	97	95	98
Headway light rail line 1 (%)	87	96	89	90	91
Headway light rail line 2 and 3 (%)	-	-	83	90	90
Headway Sydney Metro (%)	-	-	99	98	99
Journey-time reliability – peak travel on key road routes is on time[7] (%)	91	91	90	≥90	90
Average incident clearance time for 98% of incidents on principal transport routes (minutes)	42	36	34	<40	38

Table 5: Accessible fleet

Measure	2017–18	2018–19	2019–20	Target	2020–21
Trains (NSW) (%)	100	100	100		100
Metro bus STA (%)	91	92	97	year-on-year increase	97
Metro bus PBO (%)	84	89	91		91
Outer metro bus[8] (%)	-	96	99		99
Rural and regional bus[8] (%)	-	90	90		97

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

8   For the accessibility measures for outer metro bus PBO and rural and regional bus the calculation methodology has been revised. The previous calculation methodology for fleet accessibility % related to the proportion of buses that are low-floor accessible configurations as a percentage of total fleet. The majority of the fleet are for school services delivered by high-floor buses and excluded from the Disability Standards for Accessible Public Transport requirement. The figure for 2017–18 is not available in the revised methodology.

Making transport safe for all

Road fatalities drop, and changes to save more lives

Transport's focus on improving road safety for drivers, passengers, cyclists, pedestrians and motorcyclists has helped to reduce the NSW road toll. In the year ending June 2021, 297 people lost their lives on NSW roads, 18 fewer than the previous year, and the lowest annual road toll since 1923. This year there was a significant reduction in traffic volume due to the pandemic. However ongoing, evidence based operational, regulatory and policy improvements were made throughout the year, improving safety on the road network.

However, speeding remains the leading cause of fatalities and serious injury on roads and Transport continues to implement initiatives proven to be effective in targeting risks.

In November 2020, Transport announced a package of measures to further reduce the road toll. This included enhancements to the mobile speed camera program – removal of portable warning signs, updated and reduced livery on mobile speed vehicles, and a gradual increase in enforcement hours. Such changes brought NSW in line with other states. They will be followed by increased enforcement and a roll out of 10 additional red light speed cameras a year for five years. Importantly, the changes are expected to save between 34 and 43 lives and avoid about 600 serious injuries each year.

Four Angels Law

In June 2021, a new combined drink and drug driving offence commenced. Known as the Four Angels Law, it honours four children who were killed by a drunk and drugged driver in 2020. Research shows drivers with both alcohol and drugs in their system are 23 times more likely to have a fatal crash.

Mobile phone detection sites increased

From 1 July 2020 to 30 June 2021, more than 89 million vehicles were checked and more than 183,000 penalty notices were issued for mobile phone detection camera offences. Transport's world-first and multi-award winning mobile phone detection camera program was introduced in 2020 with five new transportable cameras added to the fleet and 375 new enforcement sites added this year. Independent modelling of the potential benefits showed that the cameras could prevent more than 100 fatal and serious injury crashes over five years.

Early data suggests a positive shift in driver behaviour and compliance with the law. Around one in every 487 drivers checked between 1 July 2020 and 30 June 2021 was issued with a penalty notice for illegal mobile phone use, an offence rate of around 0.2 per cent. This is a significantly lower rate of offending compared with the pilot period from January to June 2019 when one in every 82 drivers across NSW was detected using a mobile phone illegally, an offence rate of 1.2 per cent.

Our focus on road safety has resulted in the lowest road toll since 1923.

Safer roads program

Across the State, Transport has delivered lifesaving infrastructure safety measures through a five-year, $822 million investment in the NSW Safer Roads Program. This was supplemented in 2021–22 with the Federal Stimulus Package targeting road safety work such as widened road shoulders, wide centre lines, audio-tactile line marking and safety barriers in regional NSW.

In late 2020, the first 30 kilometre per hour High Pedestrian Activity Areas were implemented in Manly and Liverpool. They are part of the NSW Government's aim to reduce speed-related injuries in very busy pedestrian areas, prioritise the walking needs of people and make cities more liveable.

Waterway safety

Transport launched its inaugural *Aboriginal Maritime Safety Plan 2020–22* to help prevent boating fatalities and serious injuries involving Aboriginal people. Waterways are important places for Aboriginal people to connect with family members, attend funerals and participate in cultural events.

Every ride a safe ride

A passenger safety behaviour change campaign, 'Let's make every ride a safe ride', ran from 12 November to 30 December 2020. The campaign raised awareness of the importance of personal safety and encouraged passengers using taxis and rideshares to implement safe behaviours, such as checking in via QR codes, confirming driver identities and informing friends of trips.

The campaign was extremely successful, exceeding its targets and resulting in passengers being twice as likely to change behaviour due to seeing the campaign.

Smart CCTV at Central Station

To improve safety at taxi ranks a trial in the use of Smart CCTV cameras was conducted. The trial was completed in July 2020 and the system aimed to improve service efficiency and safety at each location by monitoring usage, driver and passenger activity, and ensuring compliance with safety standards.

Authorised officers view the footage and in accordance with data sharing requirements data is shared with a third party app to show the number of taxis waiting at a rank, enabling customers to more effectively plan their trips.

As this program is rolled out to taxi ranks across NSW, the artificial intelligence trial will be expanded to differentiate between different vehicles such as taxis and rideshare vehicles.

Future ways of travel

Technology transforms customer journeys and freight delivery

Transport is in a period of immense transition and technological change which has accelerated improvements to public transport, road, rail and freight networks. The strategy for delivering those improvements is the *Future Transport Technology Roadmap 2021–24* which was launched in March of this year.

While we have been internationally recognised for technology innovations, the Technology Roadmap provides a framework for how we will expand and accelerate the use of innovative technologies and data analytics to transform the movement of people and freight. The Technology Roadmap includes many programs for customers Statewide, in Greater Sydney, in regional NSW and for freight, and will reinforce NSW as a global transport technology leader.

Transport Connected Bus Program

In partnership with leading technology providers Transport is delivering the Transport Connected Bus Program and introducing state of the art technology to the regional NSW bus network. The new technology enables connected buses to share real-time information including location and estimated arrival times. Customers in nine regional towns and cities can now access the information they need to make informed travel choices, using websites and apps to plan their journeys and real-time information to know when buses will arrive and how full they are.

The technology is being rolled out in phases, with phase 1 of the program completed in July 2020 and encompassing around 300 vehicles and 430 routes – bringing more informed journey decisions to customers in Bega, Coffs Harbour, and Dubbo. Phase 2 of the program is well underway and bus tracking and automatic passenger counting technology has now been rolled out in Forbes, Grafton, Parkes, Queanbeyan, Tweed Heads and Wagga Wagga. When the program is completed in 2022 around 1000 buses in 14 regional towns and cities will be connected creating a better experience for our regional customers.

World-leading technology trials

One card for all payments

The way customers choose to pay for transport is evolving. To meet customers' expectations and preferences, Transport trialled a revolutionary Opal digital card for up to 10,000 customers in March.

Stored in a device's digital wallet, the Opal digital card allows customers to tap on and off with their phone or smart watch, making customer journeys as seamless as possible through flexible, digital payments.

The Opal digital card is a sophisticated pre-paid debit card, a world-first in the transport sector. Transport created a team with partners Mastercard, Samsung and Apple to deliver this cutting-edge technology. The trial received strong interest from customers with the target of 10,000 customers met in a few weeks. Feedback is monitored continually and customers have been resoundingly positive with more than 70 per cent saying it was easy to use.

Leveraging the success of the Opal digital card trial, work is currently underway to explore the extension of the card as a Mobility as a Service (MaaS) platform trial. MaaS is a framework for offering a full range of multimodal transport services that enable customers to plan, book, pay and provide feedback using digital channels.

The Opal digital card allows customers to tap on and off with their phone or smart watch.

In an Australian first, the driverless BusBot was trialled in Coffs Harbour. This Level 4, fully automated EZ10 vehicle can carry up to 14 passengers.

Global milestone for driverless bus

Coffs Harbour customers will be the first in the world to travel on a fully automated public shuttle bus to operate without a supervisor or a driver, as the driverless trial enters a new phase.

The next phase of the BusBot trial involves the public shuttle service operating at the Coffs Harbour Botanic Gardens in true driverless mode, making it the first automated passenger shuttle bus service to reach this global milestone.

More than 10,000 locals and visitors got on board the BusBot when it travelled driverless but with a supervisor. There were no safety or operational problems.

Regional NSW is leading the way in exploring how automated vehicles can provide more reliable and accessible public transport, and deliver public transport in new areas.

Transport is partnering with Busways, technology provider EasyMile and Coffs Harbour City Council on the trial.

This trial and others are a priority for NSW to be a world-leading adopter of connected and automated vehicles and integrated with MaaS for customer convenience.

M4 Smart Motorway live

The $605 million M4 Smart Motorway between Parramatta and Penrith was opened in December 2020. The opening followed a month-long trial of road sensors, traffic cameras, ramp signals, and overhead gantries which better manage traffic, improve incident response times and move more people. The smart technology even lowers the speed limit automatically if there is congestion.

By using Intelligent Transport Systems technology to monitor traffic conditions, manage congestion and respond to incidents in real time, the M4 Smart Motorway provides a smoother, safer and more consistent travelling experience for motorists.

During its first six months of operation there was a 22 per cent reduction in the number of crashes and a 15 per cent reduction in travel times from before the start of construction of the M4 in 2016. This is despite an additional 25,000 to 30,000 vehicles using the motorway each day compared with 2016.

High-tech information at Central Station

Measuring nearly 15-metres long, more than 2-metres high and weighing over 3 tonnes, the new indicator board at Central Station gives customers real-time information about Sydney Trains and NSW TrainLink services. The indicator board is unlike anything that Transport has used before and is part of transforming Central Station into a future-ready hub for customers.

Made up of 23 high-definition LED panels and 15 displays, the board can be controlled remotely, display videos, and is capable of displaying metro, bus and light rail services to support customers with multimodal travel.
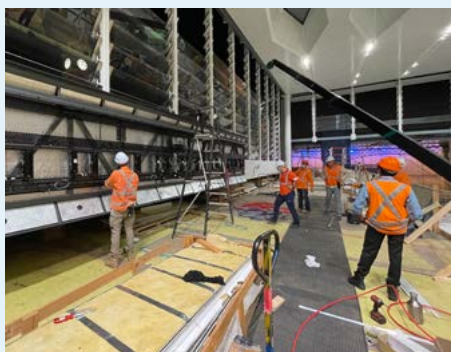
Construction of the new indicator board, transforming Central into a future-ready hub.

Open data hub fosters innovation

This year Transport has publicly released key datasets through its Open Data Hub to foster innovation. The datasets released contain no personal data and Transport complies with all privacy requirements when sharing data. The datasets include Opal Fares; tap-on and tap-off data; train station CAD drawings; General Transit Feed Specification (GTFS) Pathways which schematically describe the inside of a train station; pop-up cycleway data; bus lane data; electric vehicle charging stations data; and stop, station and wharf names translated in 12 languages. The translations have extended important information to non-English speakers so they have easier access to public transport.

Transport has worked with many third-party developers including TripView and Google on innovative products, most notably real-time travel notifications for public transport customers. Other products that have been developed by the open data community include a website to help users find parking; offline maps for navigation for those without an internet connection; and dashboards informing residents and businesses about changes in patronage on public transport. Transport data has also been used to customise Amazon Alexa for morning notifications – 'Adam, you should leave for the train in the next three minutes'.

The Open Data Hub has 47,000 registered users and 6200 registered applications and counting. It reached the huge milestone of 10 billion API hits earlier this year. With more than 1200 public resources, the program is beneficial to Transport's customers and the wider community as it provides data for research, third-party travel apps and education.

Public transport delivers comfort, safety and accessibility

New intercity trains meet customer demand

Transport has been testing new intercity trains – that will carry thousands of customers between Sydney and the Central Coast, Newcastle, the Blue Mountains and the South Coast each day – to ensure they are safe and ready to operate.

The New Intercity Fleet has been named Mariyung, the Darug word for emu. The name acknowledges local Aboriginal culture and the lands through which the trains will travel, to recognise Aboriginal heritage and promote Aboriginal language.

The Mariyung trains will provide a higher level of comfort and will be the most accessible trains on the NSW rail network. The trains will feature:

- wider, more spacious two-by-two seating for extra room and comfort with armrests, tray tables, and high seat backs
- charging ports for mobile devices
- dedicated spaces for luggage, prams and bicycles
- accessible toilets and dedicated space for wheelchairs
- improved customer information through digital information screens and announcements, CCTV and help points, and modern heating, ventilation and air conditioning.

Mariyung trains will be maintained, cleaned and serviced at the world-class, Kangy Angy Maintenance Centre on the Central Coast. The facility opened in February and will support about 90 permanent jobs when it is fully operating.

Accessible travel is available on numerous modes of transport across NSW, with Transport employees available to assist those with limited mobility.

Lifts, ramps, accessible parking and seating make a difference

The Transport Access Program is Transport's largest program for improving access to public transport for everyone, including people with disability or limited mobility, and parents with prams. Since the program started in 2011, more than $2 billion has been invested in modern, safe and accessible infrastructure.

Today, more than 90 per cent of train and ferry trips start from accessible locations and more than 470 upgrades have been completed or are underway.

The Byron Bay Interchange was upgraded with allocated seating for people with reduced mobility, new amenities with a family accessible toilet and ambulant toilet, an accessible parking space and other features.

Many train stations around the State were upgraded with accessibility features. They include Armidale, Blayney, Birrong, Fairy Meadow, Faulconbridge, Hawkesbury River, Mittagong, Parkes, Lapstone, Parkes, Waratah, Warrawee, Wauchope and Wyee stations.

An additional $192 million was allocated for the Transport Access Program to upgrade more train stations and ferry wharves with features like new lifts, ramps and footbridges.

Street view at train stations

A partnership between Transport and Google Australia in May has led to customers gaining access to street view imagery within more than 130 train stations and 13 metro stations on Google Maps. The imagery in stations makes travel easier for people in wheelchairs, people with prams, bikes, luggage or anyone trying to navigate around a large station.

Sydney Harbour Bridge's biggest rail upgrade

More than 420 Transport crews worked around the clock and through heavy rain for just over a week in January to complete the biggest upgrade to rail over the Sydney Harbour Bridge in its history. They helped extend the life of the 88-year-old railway corridor by 120 years.

Crews replaced the timber deck that supported the rail track with a low maintenance, more robust and longer lasting concrete composite deck. To do that, they had to lift the railway tracks, shift the overhead power wires, temporarily dismantle the signalling system and then remove the ageing deck.

The new deck will reduce maintenance meaning there will be fewer service disruptions for train travellers.

Successful places for communities

Transport has worked towards the sustainability of the natural and built environment, the resilience of its networks to minimise disruptions from extreme events, and the provision of walking and cycling opportunities to improve peoples' quality of life. Communities are strengthened when new connections are built between towns, when new services are offered and when we work closely with the local communities to enhance their places through the decisions and actions we take. Cities are better places when we take an integrated approach to land use planning and when we focus on making local places successful for their local communities. Transport aims to create successful places that integrate the right mix of infrastructure and services and contribute to the liveability and amenity of neighbourhoods.

Performance[9]

Table 6: Connecting communities

Measure	2018–19	2019–20	Target	2020–21
Percentage of population with public transport accessibility level (PTAL)[10] Greater Sydney region	–	70	–	70
Average public transport accessibility level (PTAL) score in outer metropolitan NSW	–	25	–	24
% of regional population with access to public transport day-return to nearest city or major centre	86	87	increase	89

Table 7: Enabling active lives

Measure	2018–19	2019–20	Target	2020–21
Active transport mode share % (proportion of all trips taken by walking or cycling in Greater Sydney)	20.1	20.3	–	–

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9   Data from 2017–18 is unavailable.

10 Public transport accessibility level (PTAL) demonstrates the percentage of the population with a PTAL level that is moderate, good, very good or excellent in an 8-9am period. PTAL has been used in various planning processes for many years. For any selected place, PTAL suggests how well the place is connected to public transport services. It does not cover trips by car. A location will have a higher PTAL if: it is a short walking distance to the nearest stations or stops, there are frequent services at the nearest stations and stops, and/or there are major rail stations nearby.

Sustainable transport

Rail, metro and light rail transition to net zero

Transport is working to secure energy from sustainable sources to support the NSW Government's goal of net zero greenhouse gas emissions by 2050.

To this end, Transport will transition the entire electrified rail network, including light rail, to net zero electricity by 2025. Sydney Metro is already offsetting greenhouse gas emissions from 100 per cent of its operational electricity, and in 2020–21 purchased the equivalent of approximately 85,000 megawatt hours a year from the Beryl Solar Farm near Gulgong to offset emissions from the Metro North West Line.

Sydney Trains and NSW TrainLink will progressively transition to net zero emissions over the next 4 years, starting by offsetting all emissions from electricity use in stations in 2022.

Electric vehicle strategy

The NSW Government's Electric Vehicles Strategy was released in June 2021 and aims to drive the up-take of electric vehicles (EV) to more than 50 per cent of new car sales by 2030-31, preparing the NSW road network for a low-emissions future. Work is underway to achieve this goal, with EV fast chargers already being delivered in regional NSW as part of a $3 million co-investment, significantly more will be rolled out across NSW under the EV Strategy. Transport is also targeting a transition of the NSW bus fleet to zero emission technology and released a transition strategy for industry feedback in August 2021.

Electric buses for quieter and cleaner trips

In March, Transport ran a 4-week trial of the first locally made electric buses – wholly designed and built in Western Sydney.

These electric buses can run for 16 hours or 450 kilometres when fully charged. Their batteries don't contain nickel, cobalt or harmful solvents and can be recycled. They also contain telematics and can provide onboard driver training and assessment.

With the success of this and other zero emissions bus trials, more electric buses will start replacing buses that currently run on diesel and compressed natural gas. Waverley Bus Depot is being upgraded to accommodate 12 zero emissions buses.

And in Greater Sydney's south-west, commuters are already enjoying quieter trips and cleaner air as the first 11 electric buses have replaced older models.

These are significant steps towards the NSW Government's commitment to replace its 8000-strong bus fleet with zero emissions technology to support the State's goal of net zero emissions by 2050. Their cleaner and quieter operation will result in environmental and health benefits, successful centres, and more financially sustainable bus operations in the longer term. The technology also supports the creation of new local jobs and business development opportunities.

Regional electric vehicle charging partnership

Transport has partnered with the NRMA to co-fund at least 20 additional, 50-kilowatt fast chargers in towns along the State's major highways. The $3 million program will target sites along the Newell, Barrier, New England and Kamilaroi highways.

This project will encourage the uptake of electric vehicles, support regional tourism and promote local investment in regional centres. Over the past year, sites were rolled out in Wagga Wagga, Yass, Scone, Armidale, Tenterfield and Jerilderie. Once completed in 2022, the charging sites will allow travel to Broken Hill, Moree and Bourke, and will link with major routes in neighbouring states.

Partnering with NRMA, Transport is delivering fast charging stations along the State's major highways.

Newcastle's sustainability features

Transport opened the Newcastle Bus Interchange in July. It is a fully integrated transport hub connecting buses, coaches, trains and light rail. About 300 local and regional buses use the interchange each week so customers can quickly and easily connect across transport modes.

The interchange has pedestrian access between the station concourse, the bus interchange and parts of the city, so it is encouraging the use of public transport across the region.

The Newcastle Bus Interchange is part of the $650 million Urban Transformation and Transport program to revitalise Newcastle's city centre and provide better public transport.

In November, the Newcastle Inner City Bypass – Rankin Park to Jesmond – shared pedestrian and cycle bridge was opened. The 34-metre bridge has improved safety and accessibility for pedestrians and cyclists, as well as traffic flow.

The Newcastle Bus Interchange is part of the $650 million Urban Transformation and Transport program to revitalise Newcastle's city centre.

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Safety and support for communities

Helping communities isolated by floods

In late March, NSW faced widespread and severe flooding and landslips that isolated communities and significantly disrupted transport networks.

Across the State, 30 roads, 4 NSW TrainLink lines and 2 ferry services were significantly impacted. Landslips or flooding closed parts of the Pacific, Oxley, Newell and Great Western highways, Waterfall Way, Jenolan Caves Road and Bells Line of Road.

To ensure the safety of communities and reconnect services as quickly as possible, Transport pooled resources from across the organisation and worked with councils to prioritise repairs and open roads.

In Greater Sydney, Transport supported the evacuation of people from the badly affected Hawkesbury-Nepean area and Transport's maritime vessels coordinated the removal of 50 cubic metres of debris from the river system. Transport deployed emergency buses to replace ferries between Parramatta and Rydalmere, and to replace light rail between Central, Kingsford and Randwick; and road maintenance crews closed flooded roads and bridges to keep communities safe.

To help local emergency services on the hard-hit mid-North Coast, Transport sent 5 boats and Boating Safety Officers who kept boaters out of flooded waterways protecting them from major hazards including large floating and submerged debris. They also saved Hastings Council's Settlement Point ferry by preventing it from breaking free from its cables.

Transport's Facebook posts about affected roads, detours and recovery progress had a 3.3 million reach and 3.4 million engagements which is a 101 per cent engagement rate or 30 times the industry benchmark. Communities who liked, shared content or commented on the posts helped amplify Transport's reach and passed on critical information.

Providing critical information during crises

During the March floods, livetraffic.com experienced a significant surge in customers looking for real-time road conditions.

Visits to the website and mobile apps increased to 20 times the daily average of 30,000 visits with people accessing up-to-date information about the hundreds of road closures across NSW. On the busiest day, there were more than 586,000 visits, and throughout the 16-day weather event, there were more than 3.36 million visits to the website and apps.

The website and apps provide detailed information to customers about road hazards, traffic incidents and all types of weather events.

There were 2 system upgrades this financial year. In 2020, Transport upgraded the system so it could cope with spikes in demand during a crisis. In June 2021, a new version of the Live Traffic app and website was launched to further improve the safety, ease and reliability of customer journeys.

The app now sends notifications regarding incidents on customers' saved trips. Customers are able to follow an incident so they are automatically updated and don't need to keep checking. Customers are also able to save and set up notifications for an area instead of a trip. This is particularly helpful for regional communities during floods or fires when they may need to monitor a surrounding area rather than one specific route.

The data powering the Live Traffic NSW products is provided to third-party developers including mapping and navigation providers Google Maps, Waze, TomTom and Apple Maps. Transport provides its data freely so customers who use third-party apps have timely and accurate information to travel safely.

Drought recovery program

Transport's Drought Recovery Program was developed in consultation with industry to identify ways we could best support regional and rural areas to recover from the drought and meet the post-drought demands of one of the State's biggest harvest seasons.

Under the program, Transport approved road train access on an additional 900 kilometres of roads, including end-to-end access along the Newell Highway. The program also enabled High Productivity Vehicles access to priority sites including Parkes, Calleen and Lockhart. This access was made available through drought recovery permits and temporary mapped access arrangements.

In addition, the Grain Harvest Management Scheme was extended to allow the productive movement of grain. Transport also facilitated easier communications with industry through a 1800 drought recovery hotline and a new website tailored to inform agricultural heavy vehicle operators.

Removal of grounded boat

Transport managed the removal of an 18-metre grounded fishing boat on Haywards Beach, about 4 kilometres north of Bermagui on the South Coast. The vessel quickly started to break apart resulting in dangerous debris including a fuel tank, foam insulation, timber and fishing equipment being washed up along the beach. Transport collaborated with government agencies including NSW Police Marine Area Command, Australian Maritime Safety Authority, Environment Protection Authority, Fire and Rescue NSW, National Parks and Wildlife Service, National Heavy Vehicle Regulator and Bega Valley Shire Council – to manage the removal of the hazards within 7 days.

Roads, train lines and ferries were impacted by flooding in March. By pooling resources and working with councils, we were able to reconnect communities as quickly as possible.

Enabling active lives

Easier and safer walking and cycling

In addition to the 7.5 kilometres of pop-up cycleways already developed, a further 22 kilometres were developed this financial year across Greater Sydney and in regional areas like Newcastle, Batemans Bay and Nowra.

The temporary cycleways make it easier and safer for bike riding, which takes pressure off public transport, reduces road congestion, and helps people maintain physical distancing. Pop-up cycleways have supported the health and sustainability of our cities, centres and neighbourhoods, and 85 jobs have been created in their design and construction.

Throughout the year, more than 500,000 trips were made on pop-up cycleways, covering 400,000 kilometres.

Our commitment to making cities, centres and neighbourhoods great places to live, work and visit led to a new policy in February whereby every project funded by Transport must include walking and cycling infrastructure. The policy states that for the best results, pedestrians and cyclists should be allocated dedicated space wherever possible, and that walking and cycling facilities should be accessible to people of all ages and abilities and must be safe, sustainable and fit for purpose.

Transport will spend almost $710 million on walking and cycling infrastructure over the next 4 years.

With customers encouraged to walk or cycle, additional information was added to Trip Planner so bike riders had a choice of routes to use according to their confidence level, and bike parking locations. Maps also showed cycleways and walking paths.

Removing barriers for driver licensing

The Driver Licensing Access Program is one of the core NSW Government commitments to deliver on the *NSW Road Safety Plan 2021* to increase access to driver licensing, promote safe and legal driving and improve social outcomes by expanding support and mentoring programs for people who face barriers to the driver licensing system. It targets Aboriginal communities, low socio-economic and geographically disadvantaged groups, those with lower levels of literacy, refugees and recent migrants, and vulnerable young people such as those leaving State care.

The program was significantly expanded during 2020–21 by an investment of more than $20 million over 5 years to increase its coverage to more parts of the State and to provide more consistent service for customers.

It is expected the program will support more than 10,000 people over 5 years to get a learner licence with a significant proportion supported to attain a provisional licence. This would more than double the 4280 learner licences achieved in the past five years.

Transport is committed to encouraging people to walk or cycle as part of their everyday travel. Walking and cycling reduces pressure on our roads and public transport and has community health benefits.

Place making by supporting the community

Aboriginal participation in the business of transport

The Aboriginal Participation Strategy explains how to apply the NSW Government's Aboriginal Procurement Policy which includes targets for Aboriginal Participation in Construction and the purchasing of goods and services from Aboriginal businesses. The strategy aims to bring more Aboriginal people into the business of transport and enable them to share in the economic, and other, benefits of the State's growth.

Transport committed to implementing the targets under the Government's policy which means awarding 3 per cent of goods and services contracts to Aboriginal businesses, allocating 1 per cent of total spending to Aboriginal businesses, and supporting 3000 full-time jobs for Aboriginal and Torres Strait Islander people through NSW Government procurement activities.

Transport's commitments have had a tangible impact on communities particularly those in remote parts of the State. These have included:

- The Regional Rail Project has employed 200 Aboriginal people in construction jobs and 50 Aboriginal people for ongoing roles.

- The Mungle Back Creek to Boggabilla Newell Highway upgrade project in Northern NSW near two remote Aboriginal communities, Boggabilla and Toomelah has provided jobs and training to 50 Aboriginal people and business to two Aboriginal-owned companies.

- Under the Rozelle Interchange and Western Harbour Tunnel contract, 269 Aboriginal people were employed and 21 Aboriginal-owned businesses were engaged to 30 June. Along with $17 million on Aboriginal-owned subcontractors and suppliers, the contract has spent more than $30 million on Aboriginal Participation in Construction to 30 June.

- On Sydney Metro City & Southwest 40 Aboriginal businesses have been employed, making up 14 per cent of the small to medium businesses on the project; and Aboriginal workers made up almost 3 per cent of workers on the project in 2020–21.

- More than 100 Aboriginal workers have been employed on all stages of the Northern Road upgrade between Narellan and South Penrith.

The Aboriginal Participation Strategy supports employing 3000 Aboriginal people in full-time jobs.

Transport systems and solutions enabling economic activity

Transport has delivered city and regional-shaping infrastructure that is helping to power the State's economy and providing important passenger and freight links for current and future generations. This has included major multi-billion-dollar infrastructure projects for roads and public transport, as well as many hundreds of local infrastructure projects that support neighbourhoods and businesses across Greater Sydney and regional NSW.

Performance

Table 8: 30-minute city

Measure	2017–18	2018–19	2019–20	Target	2020–21
Proportion of dwellings able to reach their nearest metropolitan centre within Greater Sydney using public transport and/ or walking within 30 minutes[11] (%)	62	62	62	year-on-year increase	62

Table 9: Freight efficiency

Measure	2017–18	2018–19	2019–20	Target	2020–21
Rail share for freight at Port Botany[12] (%)	18	18	18	increase to 28 per cent by June 2021 against a baseline of 17 per cent in 2016	15

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

12   The performance of rail freight through Port Botany in 2021 has been impacted by a number of factors including supply chain disruption in international markets, industrial disputes, and delays in the development of new rail infrastructure. TfNSW currently has a suite of projects in development to better understand and determine a viable roadmap to improve rail mode share at Port Botany. These projects will also investigate the capacity and performance of the road and rail networks servicing Port Botany, and develop and prioritise initiatives for improved rail productivity. These projects will also closely align with other TfNSW projects such as *Future Transport 2056*, to ensure a long term pathway for improved modal share of rail across NSW. For the 12 months to June 2021, the rail mode share was 15.4 per cent, with 397,583 TEU (Twenty-foot equivalent unit) of a total throughput of 2,580,121 TEU. The data for the 12 month period includes the import of 1.31 million TEU of which 13.5 per cent moved on rail and export of 1.27 million TEU of which 17.4 per cent moved by rail.

Planning and delivering future assets

Transport is working on one of Australia's largest infrastructure pipelines with a record-breaking $71.5 billion investment over the next 4 years to June 2025. This year, work progressed on major passenger and freight projects in Greater Sydney and right across NSW.

Sydney Metro City & Southwest

The metro network is revolutionising travel. Customers turn up and go on the fast, safe and reliable trains that don't rely on timetables. The metro network has a target capacity of about 40,000 customers an hour – Sydney's current suburban system can reliably carry 24,000 people an hour.

In October, a construction milestone for Sydney Metro City & Southwest was achieved with the completion of underground metro caverns at the new Martin Place Station, 6 months ahead of schedule. The caverns, under Castlereagh and Elizabeth streets, are 28 metres below street level, 220 metres long and 14 metres wide. Construction of the caverns in the heart of Sydney, with high-rise buildings on all sides and trains running, was an enormous engineering challenge.

In January, the first tracks for the Sydney Metro City & Southwest project were laid in Chatswood, and by the end of June more than half of the 31 kilometres of track was laid in the twin tunnels between Chatswood and Marrickville.

In March, the relocation of part of the Sydney Trains T1 North Shore & Western Line between Chatswood and Artarmon was completed. Nine hundred metres of new tracks were built about 20 metres west of existing tracks. Then, over one weekend, each end of the Sydney Trains track was cut, dragged and welded onto the new section – all in the middle of Greater Sydney's once-in-100-year storm event.

Also in March, excavation was completed at Barangaroo. It took 2 years and the removal of about 650,000 tonnes of dirt and rock to reach the final station depth of 30 metres below ground.

A total of $26.1 billion will be invested over the next 4 years for Sydney Metro City & Southwest, and the start of major construction of Sydney Metro West and Sydney Metro – Western Sydney Airport. By 2024, Greater Sydney will have 31 metro railway stations and a 66-kilometre metro railway system.

WestConnex

WestConnex is Australia's largest road infrastructure project and is a critical part of a broader plan to get Sydney, and Australia, moving again. Along with the NSW Government's record investment in public transport infrastructure, the $16.8 billion WestConnex project is easing congestion, creating tens of thousands of jobs, and connecting communities.

When complete in 2023, WestConnex will provide motorists with a continuous, 33-kilometre traffic signal free motorway network, with connections for future projects linking the North Shore and Northern Beaches, Sydney Airport and the southern suburbs. Key milestones were achieved in 2020–21 on the Rozelle Interchange, M4-M5 Link Tunnels and the M8 Motorway.
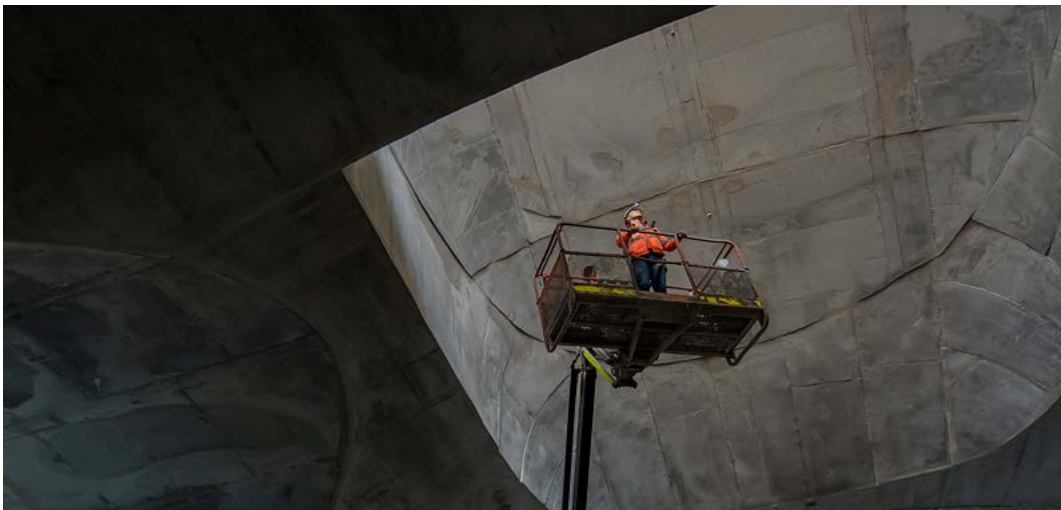
The underground caverns, beneath Castlereagh and Elizabeth streets, were completed 6 months ahead of schedule. The caverns will form part of a new integrated metro station at Martin Place.

A Public Art Strategy was a key element of the M8 Motorway project. The new motorway opened in July 2021.

Rozelle Interchange

In April, tunnelling excavation for the Rozelle Interchange Project reached the halfway mark. The 24 kilometres of tunnelling, with 3 levels of tunnels in some parts, involved the excavation of about 2.6 million cubic metres of rock.

The Rozelle Interchange is a complex multi-level underground interchange connecting to the WestConnex motorway network, the City West Link and the future Western Harbour Tunnel while bypassing Victoria Road. The project will provide ventilation for the M4-M5 tunnels and the future Western Harbour Tunnel utilising a de-centralised underground ventilation system to free up valuable surface land, which will be returned to the community as parkland. More than 9000 workers are working on the Rozelle Interchange and the Iron Cove Link.

The Rozelle Interchange Project will return up to 10 hectares of land to the community representing a significant contribution to Sydney's public open space. Transport in partnership with delivery partner John Holland and CPB Contractors Joint Venture have developed an Urban Design and Landscape Plan (UDLP) to provide a comprehensive outline of the urban design strategies for the project. Community feedback has been a key element to create an inclusive precinct that the whole community can enjoy along with active transport links that connect surrounding suburbs, including improved urban design and connectivity outcomes along Victoria Road at the Iron Cove Link. Current plans for the Parklands include a wetland area with a boardwalk, picnic and BBQ areas, play equipment, pedestrian and cyclist access, and sporting fields and facilities for active and passive recreation.

When complete the project will create a legacy that contributes to the liveability and greening of part of the Bays Precinct community.

M4-M5 Link Tunnels

A significant breakthrough was achieved in April on the M4-M5 Link Tunnels with road headers smashing through sandstone to connect 2 sections of tunnel for the first time. The breakthrough connected the St Peters Interchange to Annandale 50 metres below ground.

The $3.2 billion project is a critical component of WestConnex, providing a link between the M8 and new M4 tunnels for a western bypass of the CBD. It will allow the full benefits of WestConnex to be realised, delivering a time saving of up to 40 minutes between Parramatta and Sydney Airport.

WestConnex M8

The M8 Motorway – nine-kilometre twin tunnels between Beverly Hills and St Peters duplicating the existing and heavily congested M5 East tunnels – was opened in July 2020. The $4.3 billion project took 4 years to build and will save 30 minutes travel time between Liverpool and Sydney's south during peak hours.

Cycleways and sculptures

Opening alongside the road infrastructure on the M8 were parks and sculptures improving the amenity of nearby neighbourhoods. They included a new bridge extending Campbell Road across Alexandra Canal with footpaths on both sides and a dedicated, 2.5-metre wide cycleway providing a new link between the Mascot precinct and St Peters. They also included the M5 Linear Park improvements and fitness pods, and the Canal to Creek Public Art Program of 18 artworks by Australian and international artists which activated new and existing parks between St Peters and Beverly Hills.

M6 Stage 1

In May, Transport awarded a $2.52 billion contract for the design and construction of M6 Stage 1 which will connect President Avenue at Kogarah with the M8 Motorway at Arncliffe by 4-kilometre twin tunnels. The M6 Stage 1 will remove 2000 heavy vehicles a day from surface roads and deliver faster travel times by bypassing 23 sets of traffic signals on the Princes Highway between St Peters and Kogarah. Over $30 million of new community recreation facilities have been built ahead of commencement of tunnelling construction. Construction is expected to commence in early 2022 and be opened in 2025. Once completed the project will deliver about 5 kilometres of shared pedestrian and cycle pathways connecting Brighton Le Sands and Kogarah.

NorthConnex

The $3 billion NorthConnex opened to traffic in October 2020. Dual road tunnels, each 9 kilometres long at a maximum depth of 90 metres underground, link the M1 Pacific Motorway and the M2 Hills Motorway. NorthConnex has the capacity to carry 100,000 vehicles a day. NorthConnex has reduced congestion on Pennant Hills Road by taking more than 5000 trucks a day off the road and improving travel time for drivers by up to 15 minutes. NorthConnex is Australia's deepest road tunnel and includes award-winning tunnel lighting.

Sydney Gateway

Transport awarded the design and construction contract in October 2020 for the $2.6 billion Sydney Gateway project. Construction has now started on this high-capacity connection from St Peters Interchange to Sydney Airport and beyond. The toll-free motorway will have the capacity to carry 100,000 vehicles a day, and as part of the larger motorway network, motorists will bypass 26 sets of traffic signals between Parramatta and Sydney Airport's Domestic Terminals. This project will support more than 4000 jobs.

The project will include a new shared pedestrian and cycle pathway linking the Alexandra Canal and the Domestic Terminals.

Parramatta's steel-arch bridge

Major construction of the Parramatta Light Rail is underway, with approximately 55 per cent of track installed along the 12-kilometre alignment at end June 2021. It will connect Westmead to Carlingford via the Parramatta CBD and Camellia. The project will also include a new shared walking and bike-riding path linking Carlingford to Tramway Avenue, Parramatta.

In a major milestone for the project, the steel-arch bridge span was lifted into place over James Ruse Drive in Rosehill in May 2021. The bridge will connect light rail customers, pedestrians and cyclists across the busy road. The bridge comprises a 64-metre long and 15-metre high bronze steel-arch structure. This is the second longest bridge span in NSW, after the Sydney Harbour Bridge.

Planning for the Western Parkland City

Following extensive community engagement, Transport was successful in rezoning land in Western Sydney so it would be preserved for the development of the Western Parkland City. The Western Parkland City will capitalise on the established centres of Liverpool, Greater Penrith and Campbelltown-Macarthur and support the new Western Sydney International (Nancy-Bird Walton) Airport and the Western Sydney Aerotropolis. This will make the city one of the most connected places in Australia.

The rezoned land consisted of three corridors that would be used for the North South Rail Line (for the future Sydney Metro – Western Sydney Airport), South West Rail Link extension, and Western Sydney Freight Line (Stage One). They were rezoned through the State Environmental Planning Policy (Major Infrastructure Corridors).

Preserving the corridors provides certainty for the community as well as land use planners preparing for new jobs, homes and industries around the Western Sydney Airport and the surrounding business areas.

Transport was heavily involved in development of the Western Sydney Aerotropolis plan which was exhibited for consultation in late 2020. Transport's role was to ensure the planned employment and residential land in this 11,000-hectare site near the Western Sydney Airport would have good transport links.

Safer and more efficient journeys on the Greater Western Highway

The Great Western Highway is one of Australia's most historic roads and a key east-west connection between Greater Sydney, the Blue Mountains, the Central West and Orana and the Far West regions. Together, the Australian and NSW Governments are investing more than $4.5 billion towards upgrading the Great Western Highway. The upgrade will reduce congestion, deliver safer, more efficient and more reliable journeys for those travelling in, around and through the Blue Mountains, and better connect communities in the Central West.

This year we started investigations into an 11 kilometre tunnel that would form a central component of the upgrade between Katoomba and Lithgow. Community consultation will start in late 2021. Tunnels are already planned to bypass Blackheath and Mount Victoria – the proposed new tunnel would link those 2 tunnels to form the longest road tunnel in Australia.

Completing the Katoomba to Lithgow section would deliver the final stage of a 130 kilometre upgrade of the Great Western Highway, delivering a multi-decade program of works, making a safer, more resilient corridor.

Loving Batemans Bay

The new Batemans Bay Bridge opened in March 2021 providing more reliable and safer trips for motorists, freight, river users, pedestrian and cyclists. The $274 million, 425-metre bridge supports 4 lanes of traffic improving traffic flow in and out of Batemans Bay, and a 3-metre wide shared walking and cycling path. It has fewer supports in the river providing safer navigation for vessels.

Transport launched the *Love the Bay* community pride campaign in partnership with Eurobodalla Shire Council and the Batemans Bay Business and Tourism Chamber. It helped to boost the image of Batemans Bay as a tourist destination and contributed to growth in and around the bay. The campaign encompassed branded merchandise and promotional material including coffee cups, bumper stickers, posters in shop windows, banners at the village and visitor centres, social media accounts, a gift card program, shirts, caps, street signage and multiple community events and activities.

The $274 million, 425-metre Batemans Bay Bridge opened in March, providing safer trips for pedestrians, motorists, cyclists, and freight, while improving navigational safety for vessels.

Freight and passengers safer on the Newell Highway

In 2020–21, the Newell Highway Program Alliance approached the halfway mark on its 4-year program to construct about 40 overtaking lanes on the Newell Highway.

The program is part of a $1.4 billion investment in the Newell Highway – jointly funded by the Australian and NSW governments – which is addressing the current and future needs of the corridor, including greater use by freight vehicles. It will result in time savings and about 60 kilometres of new overtaking lanes.

At 30 June 2021, 19 overtaking lanes had been built with a further 8 in construction and 13 in planning. At 6 of the project sites extra safety features are being completed with funding from the Australian Government's Road Safety Program. These upgrades include wide centre marking, audio-tactile line marking and widening road shoulders.

The Newell Highway is the longest highway in NSW, stretching 1058 kilometres from the Victorian to Queensland borders. It provides an essential interstate connection and is the economic backbone for freight and livestock transporters dealing with domestic and export markets, tourism operators, tourists, emergency services and businesses.

Celebrating safer and faster trips on the Pacific Highway

With the final section of the Pacific Highway upgrade between Woolgoolga and Ballina opened for traffic in December, the Prime Minister and NSW Premier announced the completion of the largest road infrastructure project ever undertaken in Australia.

The $15 billion Pacific Highway upgrade, co-funded by the Australian and NSW governments, has delivered 657 kilometres of dual carriageway from Hexham to the Queensland border. It has created more than 100,000 direct and indirect jobs over the past 2 decades.

The Pacific Highway significantly impacts Australia's economy. The upgrade has vastly improved regional connections for North Coast residents, other motorists, tourists and the freight industry. It has resulted in a safer trip with a 70 per cent reduction in fatal crashes and has reduced travel time between Hexham and the Queensland border by 2.5 hours.

The Pacific Highway upgrade is servicing the needs of the travelling public while ensuring ecological sustainability and meeting the needs of local communities. It has been a remarkable engineering feat with more than 600 new bridges and more than 35 new or improved rest areas for drivers. It has also protected more than 9000 hectares of high-value native vegetation through biodiversity offsets.

The design was so well regarded it won 2 NSW awards in the 2021 Australian Institute of Landscape Architects program, one of which was for its regional contribution. The citation recognised the seamless integration of the upgrade into the landscape, and commended the technical research, environmental planning and commitment to engage with local communities and Aboriginal knowledge holders.

Early works have commenced and the tender has been announced for the $1.8 billion Coffs Harbour Bypass. Early planning work and consultation have commenced for the M1 Pacific Highway extension to Raymond Terrace.

Opened to traffic in December 2020, the Woolgoolga to Ballina section of the Pacific Highway was the final section to be upgraded. This finalised the 24 year upgrade of the 657 kilometre dual carriageway, enhancing this key strategic route between Sydney and Brisbane.

Changing local lives

Stimulating the economy and creating jobs

Transport's hundreds of construction projects kept the economy moving throughout COVID-19 lockdowns. What's more, Transport fast-tracked many infrastructure and maintenance projects with the help of stimulus packages. This kept workers on the job, created new work, and supported local businesses and suppliers.

The NSW Government's initial economic stimulus of $100 million for 2019–20 and 2020–21 was used for fast-tracking road, rail and bus improvement projects.

In June 2020, TfNSW secured a total of $1.2 billion across 2020-21 and 2021-22 to accelerate transport and road projects across NSW through the NSW Government's $3 billion Jobs and Infrastructure Acceleration Fund, including:

- acceleration of road upgrade and maintenance to ease congestion, and improve safety and travel times for motorists, including Prospect Highway, Spring Farm Parkway, Mamre Road, Heathcote Road and Memorial Avenue.

- acceleration of the delivery of commuter car parks across metropolitan Sydney, which will provide customers with more convenient access to public transport at key transport interchanges and help ease congestion on the roads.

- acceleration of works on 11 pinch points as part of the NSW Government's Stimulus Pinch Points (Shovel-Ready) Program. The Australian Government is contributing $120 million through their $1 billion infrastructure stimulus fund, bringing the total investment to $240 million. The 11 projects are expected to support more than 1,000 direct and indirect jobs. The first project delivered under the program was Pacific Highway and Finlay Road at Warrawee which opened to traffic on 11 February 2021.

In September 2020, the NSW Government approved the release of $205.5 million waterways stimulus funding over nine years to invest in the Maritime Infrastructure Stimulus Program, which will provide a significant improvement to maritime infrastructure across NSW, including river entrances and navigable channels, and bring forward investments to generate jobs and support the recovery of the NSW economy.

Transport employs 130,000 people, directly and indirectly, in the construction of transport infrastructure across the State.

Revitalising Sydney's CBD

With the COVID-19 pandemic having a devastating economic impact on Sydney CBD businesses, the NSW Government invested in the Sydney CBD Revitalisation Program to help boost the economy safely and reactivate the CBD.

Our unique initiatives – Secret City Trails and I Came to See – attracted people back to the CBD safely.

Secret City Trails involved 5 free and fun interactive trails leading families around lesser-known areas of Sydney by answering riddles. More than 1000 people completed the trails and supported businesses along the way.

I Came to See activated outdoor art galleries in Martin Place, Barangaroo and Customs House Square. Featuring 45 local artists, the galleries were well received by the public and nearby businesses.

In January and February, Transport delivered a marketing campaign to rebuild confidence in public transport by promoting events and reasons for people to return to Sydney's CBD, while reinforcing 3 steps for customers to keep safe on public transport:

- check service capacity at transportnsw.info
- sit or stand on a green dot
- wear a face mask.

As a part of the NSW Government's CBD Revitalisation Campaign a passenger safety and information campaign was launched in December 2020, reaching over 5.5 million people by March 2021. The campaign aimed to increase the public's confidence to return to the CBD and keep our city moving, by highlighting the COVID safe practices of the point to point transport industry.

Social media, digital marketing, in venue and outdoor advertising encouraged passengers to check-in to taxis using QR codes in vehicles.

The campaigns improved perceptions with 78 per cent of people who had seen the campaign saying they felt safe using public transport to travel into Sydney's CBD. Importantly, this was reflected in an increase in public transport use.

Before the June 2021 lockdown, journeys by any mode of transport into the Sydney CBD on a Saturday had returned by up to 73 per cent of pre-COVID levels, and 54 per cent of all weekend public transport trips into the Sydney CBD from the south east were made by light rail.

At the same time, 34 per cent of public transport journeys into the Sydney CBD on a Friday were after 3pm with people returning to socialise.

Community wins from Albion Park Rail bypass

This $630 million, 9.8-kilometre extension of the M1 Princes Motorway between Yallah and Oak Flats to bypass Albion Park Rail completes the work on a high standard road between Sydney and Bomaderry.

A community open day in June allowed locals to be the first to cross the biggest road infrastructure project in the area's history. The bypass opened to traffic in October 2021, a year ahead of schedule.

A total of 13 bridges were built, more than 70,000 tonnes of asphalt was laid and about 1000 signs were erected to help motorists bypass up to 16 intersections between Albion Park Rail and Oaks Flats, saving up to 30 per cent of travel time.

Streets will return to local communities with 65 per cent of traffic expected to use the bypass.

The bypass also fulfilled a greater community purpose. It provided training and jobs through an Infrastructure Skills Legacy Program which trained workers in 15 National Accredited Training Courses, competency verifications and licences on the job.

The Albion Park Rail team won the 2020 NSW Training Awards Industry Collaboration Award for achievements including:

- more than 150 workers were trained in mental health awareness
- 27 local job seekers participated in pre-employment programs
- 70 apprentices and trainees worked on the project
- on average 70 per cent of the workforce were from the local Wollongong and Shellharbour areas
- 23 per cent were new to the construction industry
- more than 4 per cent were women in construction roles
- 8.5 per cent identified as Aboriginal or Torres Strait Islander people
- 12 per cent were people under the age of 25
- 2 per cent were people from a refugee background or were long-term unemployed
- more than $6.7 million was spent on Aboriginal Participation in Construction – 115 per cent of targeted spending.

More efficient deliveries for businesses

Transport opened a new Statewide road access network for safer and modern freight vehicles that are up to 30-metres long. The road access network allows Higher Productivity Vehicles that meet a high performance standard (Performance Based Standard 2B) to travel without a permit. These vehicles are able to move 33 per cent more in each trip than standard 26-metre B-Double heavy vehicles. The network links key freight corridors across NSW enabling a more efficient movement of goods to help keep businesses stocked.

Local community members celebrate the opening of the Albion Park Rail bypass.

Thriving people doing meaningful work

Just like Transport's big ambitions for customers, communities and the people of NSW, we have big ambitions for our people. Our 10-year ambition is to become the best place to work in Australia. In order to achieve this we have focused on ensuring our people are treated equally across Transport, with a sense of fairness, respect and value for what they bring to work each day. With more than 29,000 people working directly for Transport across NSW, it has been our duty to create an environment where our people can do their best work and feel as though they are making a meaningful contribution – a workplace where our people can thrive.

Performance

Table 10: Employee diversity and engagement[13]

Measure	2018	2019	2020	Benchmark	2021
Representation of TfNSW's workforce					
Women (%)	47.5	48.3	39.5	50% by 2025	40.4
Women in leadership (%)	31.5	33.6	34.3	40% by 2025[14]	37.6
Aboriginal and Torres Strait Islander people (%)	2.0	1.9	2.8	3.3% by 2025	2.7
People whose first language spoken as a child was not English (%)	7.4	9.7	6.3	23.2% by 2025	6.1
Employees with disability (%)	1.3	1.3	1.6	5.6% by 2025	2.0
Employees with disability requiring work-related adjustment (%)	0.2	0.1	0.1	–	0.1
Employee engagement survey result (%)[15]	64	65	67	year-on-year increase	–

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13 Data from 2019 onwards is not comparable to previous years due to the integration of Transport for NSW and Roads and Maritime Services on 1 December 2019.

14 TfNSW has committed to reach 40 per cent women in leadership roles by 2025. The benchmark for the rest of Government is 50 per cent. Due to TfNSW starting from a lower base it is recongnised a longer timeframe is required to reach 50 per cent.

15 Due to COVID-19 the People Matter Employee Survey in 2020 was undertaken between October and November. The survey for 2021 was not completed at the time of writing this report.

Transforming for a customer focus

Fundamental changes for the future

The Evolving Transport organisational transformation was completed this year, establishing a more integrated organisation that will serve the needs of customers and stakeholders into the future. This year a Corporate Functions Review commenced to further integrate and better support Transport across finance, procurement, communications, people, legal, governance and information technology.

Under Evolving Transport, transport agencies were integrated into a new operating model that focused less on individual modes of transport and more on what customers and communities wanted – the best ways of getting from A to B, and having great places to live, work and visit.

While we have transformed our operating model, our focus on culture and engagement has helped to make these changes effective. In the 2020 People Matter Employee Survey overall engagement at Transport increased by 2 percentage points and gave us our highest ever engagement score.

An engaged workforce is at the core of thriving people doing meaningful work. By shifting our culture, we will support our people to feel more connected to our purpose at Transport and inspired to do their best at work.

Creating great people experiences

Culture of support

We know from our people that when their experience at work is good, they are more likely to feel engaged and supported, which results in better service for our customers. It is for this reason that we defined our Five Ways of Leading approach and embedded it with a good work culture of putting the customer at the centre, people at the heart, and working for the greater good.

Creating great people experiences is about more than just leadership and culture, it includes having an inclusive and diverse workforce.

Transport is committed to driving diversity and reaching the 2025 targets outlined in the Premier's Priority of a world-class public service. We have focused on gender equity and representation of women in leadership; our Entry Level Talent Program consisted of 15.5 per cent Aboriginal participants; and our disability action plan has delivered 3 key areas to drive positive change – disability awareness, accessible and inclusive workplaces, and employment and development opportunities. Transport has successfully implemented the Tailored Talent bespoke program with 7 out of 9 participants being placed into ongoing employment in 2020–21.

A participant in Transport's Aboriginal VET Cadet Program, which is one of the streams in the Entry Level Talent Program.

Working together for the greater good

Transport is committed to creating an inclusive and diverse workforce that reflects the customers and communities we serve.

During 2020–21 Transport continued to promote and celebrate a myriad of inclusion and diversity days of significance despite the limitations and challenges of the COVID-19 pandemic. Celebrations were facilitated both virtually and where appropriate in a face-to-face manner for Reconciliation week, NAIDOC, International Day for People with Disability, Wear it Purple Day and International Women's Day.

Transport has a sincere commitment to working towards reconciliation both within the organisation and in communities across NSW. The Transport *Reconciliation Action Plan 2019–2021* pays respect to the role of Aboriginal and Torres Strait Islander people as custodians of the lands where Transport staff live and work and to their ongoing connection to the land and waterways of NSW. The plan covers a diverse range of social and economic activities.

Initiatives for staff included:

- Transport developed Principles and Framework for Aboriginal Engagement which explains how to engage with Aboriginal people and communities for better cultural outcomes in the delivery of Transport's projects and activities.
- Safe Work Month was marked by the launch of an Aboriginal design on Transport's high-visibility safety vests.
- Transport acknowledged National Reconciliation Week 2020 and NAIDOC Week by large and small events across the organisation Statewide. It included a Smoking Ceremony, a bus wrapped in NAIDOC artwork and an Aboriginal flag raising ceremony.

- Transport's Aboriginal Career Development and Mentoring Program which resulted in 50 per cent of graduates gaining more senior roles.
- An Aboriginal Engagement Portal was launched providing all staff with cultural advice for projects, procurement information, safety programs and services, and giving an acknowledgement of Country.

Great place to work

We are transforming our physical workplaces to support flexibility and a hybrid way of working, giving our people more choice in how and where they work. Transport now has 5 drop-in offices. Our offices are open for everyone to connect and collaborate with colleagues. Most of our drop-in sites offer on-site IT support, end-of-trip facilities including secure bike racks and showers, as well as collaborative and individual workspaces. We will continue to increase connectivity across all workplaces with a focus on regional offices.

The safety and wellbeing of our people continues to be Transport's number one priority. We are committed to providing a healthy workplace so our people feel safe. They are encouraged to maintain their wellbeing and to look out for their colleagues.

Transport trained 135 Mental Health First Aiders across 40 work locations to identify and offer guidance for staff who were suffering, we provided webinars and other information on emotional and physical wellbeing, and supported staff who were in situations of domestic violence or abuse.

For National Reconciliation Week 2021, Transport held a livestreamed event, including a panel discussion with Transport people exploring our progress, successes and further opportunities on reconciliation.

The guiding principles of integrity, diversity, confidentiality and merit-based selection have helped candidates experience a consistent and fair recruitment process, making Transport an employer of choice.

Growing meaningful careers

Transport has continued to improve recruitment for all roles so it can remain an employer of choice, and attract and retain the best people possible.

There are four principles that guide every recruitment: integrity, diversity, confidentiality and merit-based selection. These help candidates to experience a consistent and fair process. Transport's recruitment highlights for the year included:

- The launch of the $9.5 million Skill and Employment Generation program to significantly increase the apprenticeship intake for trade skills across the road and rail industry, enhancing the graduate entry program and expanding the Rail Skills Centre.

- The introduction of 105 new apprentice and trainee positions across 11 technical rail qualifications to support workers displaced by the impact of COVID-19. This will help Transport address forecast skills shortages and create multi-skilled teams.

- The upgrading of technology to streamline recruitment including the integration of pre-employment checks, online offers and acceptance for some roles, and video interviewing.

- The development of software that identifies the best internal candidate for specific roles and then nudges staff to apply. It supports job mobility and finding the best person for the job. A pilot started in March for 5000 regional staff.

- The recruitment of 52 airline industry staff into roles in train crewing – this included 35 into trainee train driver roles and 17 into trainee guard positions.

Financial overview

Transport apprentices training at the
Transport Training Centre in Petersham, Sydney.

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Key figures

Transport for NSW's net result for the year ended 30 June 2021 was $4.4 billion (2019–2020: $2.5 billion restated). Transport for NSW received revenues of $24.5 billion, while total expenses of $19.6 billion were incurred in operations, depreciation, grants and subsidies, financing costs and other expenses.

Other comprehensive income for the year of $0.6 billion (2019–20: $0.7 billion restated) includes gain in commodity swaps and foreign exchange of $0.03 million and an increase in the asset revaluation surplus of $568.0 million.

FY 2020–21 ($ billion)

Net result: 4.4
Revenue: 24.5
Expenses: -19.6
Other comprehensive income: 0.6

Legend: Net result | Revenue | Expenses | Other comprehensive income
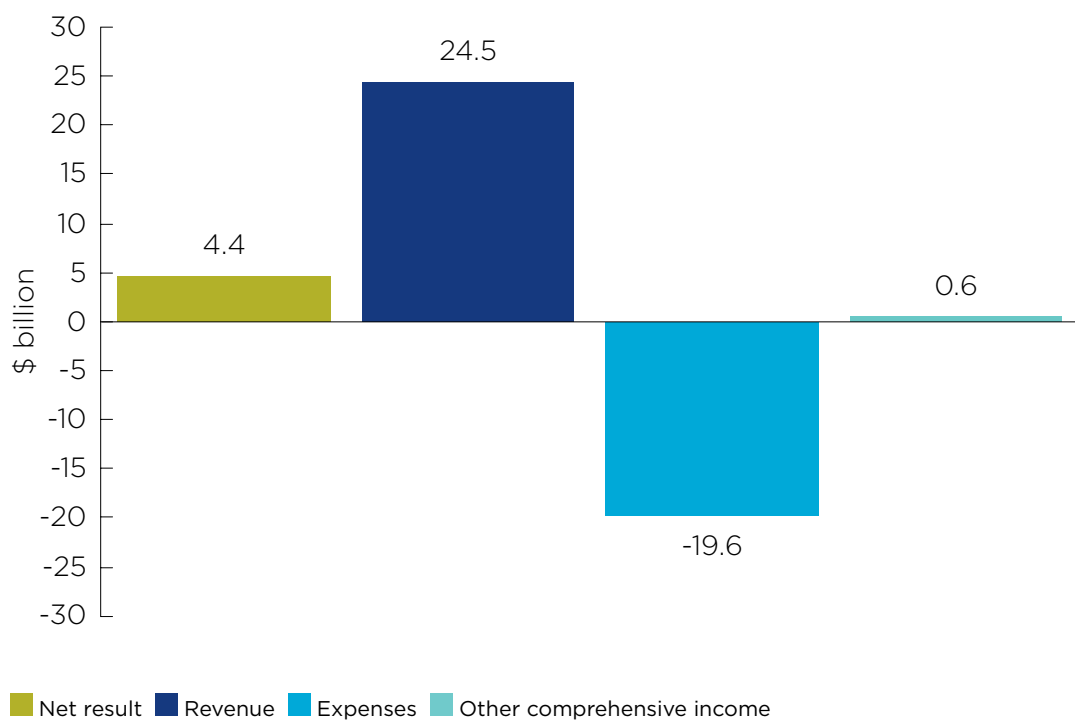
Revenue ($ millions)
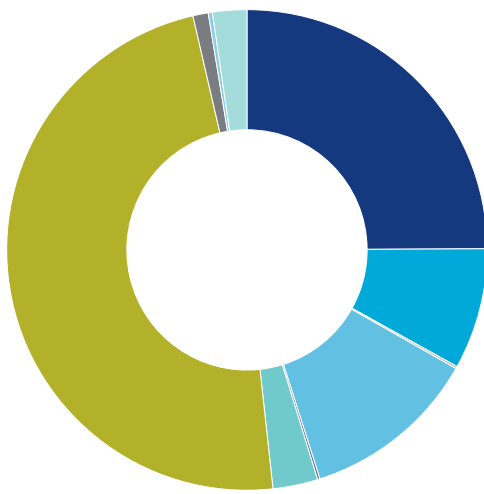
- Capital appropriations: **6,118**
- Major rail project revenue: **1,933**
- Resources received free of charge: **36**
- Grants and contributions: **2,915**
- Investment revenue: **40**
- Sales of goods and services from contracts with customers: **741**
- Recurrent appropriations: **11,811**
- Shared and corporate services revenue: **253**
- Retained taxes, fees and fine: **69**
- Other revenue: **564**

Total: 24,480

Expenses ($ millions)

- Operating expenses: **3,306**
- Major rail project expenses: **1,933**
- Depreciation and amortisation: **2,914**
- Grants and subsidies: **9,603**
- Finance costs: **134**
- Other expenses including service contract payments: **1,736**

Total: 19,626

Appendices

The new Mariyung Intercity Fleet trains are part
of our plan to transform customer journeys.

Appendix 1: Customer complaints and feedback

Customer complaints received in 2020–21

We are committed to responding appropriately and in a timely manner to customer complaints and feedback, using the insights from customers to guide business decisions and improve our products and services.

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

The policy conforms to the NSW Ombudsman's commitments to effective complaints handling including:

- treating complainants with respect
- providing clear information on the process 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.

Transport's 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 5 business days. 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.

Feedback, questions and complaints about public transport can be made online at transportnsw.info via apps, Feedback2Go and Opal Travel app available for Android and iOS devices, or on the 131 500 telephone number.

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

In 2020–21 Transport for NSW received 14,884 customer complaints.

Complaints were received via a variety of channels:

- 11,510 online
- 1276 via apps (Feedback2Go and Opal Travel app)
- 1519 by phone
- 579 via letter, direct email, and social media (Facebook Messenger).

In addition, Transport for NSW received 355 compliments and 16,606 suggestions.

As part of our commitment to use insights to improve customers' experiences, 33 business recommendations were made for Transport's products, services, policies and procedures. This included updates to the **roads-waterways.transport.nsw.gov.au** website to simplify and improve the way Transport communicates with customers, and amendments to application forms to make it easier for customers. Transport continues to work with other NSW Government agencies to improve value for customers and to help meet the Premier's Priority of improving customer satisfaction by making access to government services easy for all NSW citizens.

Table 11: Number of complaints received in 2020–21

Nature of top 10 complaints	Number
Roads (management and maintenance)	1707
Route planning	964
Opal travel	952
COVID-19	873
Timetables	854
Waterways	792
School Student Transport Scheme	726
Opal functionality	718
Timetable planning	702
Contactless payment	515

Appendix 2: Disability Inclusion Action Plan

Transport is an essential service that everybody needs to access, but people with disability can often face barriers when using such services. Equal access to transport is a crucial first step to ensuring that people have the means to participate in education, employment, recreation and all aspects of community life.

In December 2017, Transport released its *Disability Inclusion Action Plan 2018–2022*. It contains more than 160 actions under 5 key outcome areas and renews Transport's commitment to reducing and eliminating barriers to access to ensure that everyone in NSW has the opportunity to participate fully in our community.

The key achievements during 2020–21 to improve accessibility for customers and employees are outlined below:

Liveable communities

- The Transport Access Program is an initiative to deliver accessible, modern, secure and integrated transport infrastructure. During the year, upgrades to 12 railway stations and 2 ferry wharves (Woolwich and Kissing Point, Sydney) were completed. Also, planning commenced for upgrades to an additional 24 railway stations.

- NSW TrainLink is in the final stages of preparing the Mariyung fleet for passenger services. The new 55-train fleet will provide improved accessibility including dedicated spaces for wheelchairs and accessible toilets. The new fleet will also offer increased comfort for people with disability with wider, more spacious seating for extra room.

- Transport completed an accessibility audit at 373 train stations and 48 ferry wharves across NSW. As a result, a new set of wheelchair accessibility classifications was developed to provide customers with simpler and more accurate information about accessibility. This enables customers to plan their journeys and use public transport services more easily. Information about facilities and accessibility features on the transportnsw.info website have been updated to align with the accessibility classifications and the findings of the audit.

- Transport has over 8000 buses operating in the Greater Sydney area, with more than 90 per cent of this fleet being low-floor wheelchair accessible buses. In 2020–21 a further 43 new replacement low-floor replacement buses were approved by Transport for procurement.

- From November 2020 onwards, the Taxi Transport Subsidy Scheme transitioned from a manual paper-docket system to digital Smartcards. Smartcards are progressively being rolled out across NSW. Customers can tap and go, which will improve the overall experience for customers and drivers.

- Transport and Transdev have worked together on the extensive modernisation of the Sydney Ferries fleet, with the following occurring in 2020–21:

  - The construction and delivery of 10 new River Class vessels to service the Parramatta River and inner harbour, and 3 new Emerald Class ferries to service customers on the F1 Circular Quay – Manly route. These state-of-the-art vessels are accessible to people with disability and limited mobility, due to wheelchair access, priority seating, Braille and tactile signage and hearing loops.

  - The start of refurbishment of 2 Freshwater vessels, which will remain in service. It includes wheelchair locations, priority seats, Braille and tactile signage, and hearing loops.

  - The refurbishment of the First Fleet vessels, which will continue throughout 2021 as part of the First Fleet Life Extension program. The program has refurbished 5 vessels with a total of 9 to be completed.

Accessible systems and processes

- Transport has continued to participate in the reforms of the *Disability Standards for Accessible Public Transport 2002*. The reforms are being led by the Australian Department of Infrastructure, Transport, Regional Development and Communications. Transport has continued to represent the NSW Government and advocates for positive changes for customers with disability. During the year, the NSW Government, supported by Transport, responded to the Disability Standards for Accessible Public Transport: Consultation Regulation Impact Statement. The outcomes of this feedback are expected in late 2021.

Accessible customer information technology and research

- Transport, in partnership with Google, has captured street view imagery for 189 train stations in Greater Sydney to publish in Google Maps. This will provide transport users with an interactive panoramic indoor tour of the stations to assist customers navigating through the Sydney Trains network.

- Data was collected for 65 Sydney train and metro stations, publishing accessible in-station turn-by-turn navigation instructions to Google Maps. This makes travel easier and smoother for people with disability and those who are navigating unfamiliar or complex journeys.

- Technology made it easier for customers with disability and mobility impairments to plan accessible journeys, including a voice command virtual assistant Transport Bot that provides real-time service information, information on mobility aids and travelling with assistance animals. The Bot already has over 180,000 active users.

Inclusive customer service and feedback

- Since July 2020, Transport has held five Accessible Transport Advisory Committee (ATAC) meetings virtually, as well as project-specific consultations. Two consultations were:

  - Ferry program: ATAC members were able to attend both physical and virtual sessions to review and provide feedback on the changes made to the River Class and First Fleet ferries.

  - Regional rail project: A number of online sessions were conducted to gain user feedback to improve the design of the new fleet. These included sessions to allow customers to view mock-ups of sections of a train.

Disability employment

- The Public Service Commission's disability awareness training has continued to be promoted to all senior service employees during 2020–21. During this financial year, 464 senior service employees and 312 employees completed the training. A total of 1157 senior service employees and 554 award employees have completed the training since inception.

- Transport took part in the Public Service Commission's Tailored Talent Pilot Program. This program is designed to bring autistic and neurodiverse talent into State Government agencies. As one of five government clusters who participated in this pilot, nine of the program's 14 candidates joined Transport in our information technology and finance teams. A primary focus of the program was to challenge traditional recruitment practices and remove the barriers that are experienced by people on the autism spectrum. The program allowed candidates to showcase their natural talent for skills like lateral thinking, attention to detail and technical capabilities. The program not only provided an opportunity for neurodiverse talent and drove inclusivity and diversity in our workforce, but enabled Transport to tap into the unique talents of people on the autism spectrum to bring about business and cultural benefits for Transport.

- The Centre for Inclusive Design was engaged by Transport to conduct assessments on the inclusive design of 5 workplaces across Greater Sydney. The assessments encompassed the working experience and a high-level assessment of primary ICT used across those sites. Overall, they concluded that Transport has achieved great advances in inclusivity, however there was further work to be done with removing barriers. Transport is implementing the recommendations.

- On 3 December 2020, Transport hosted a live, online event for International Day of People with Disability. The keynote speaker was the founding Chief Executive Officer of EyeSyght, Santiago Velasquez, who delivered a powerful message on the benefits of having an inclusive workplace. The event highlighted how Transport was contributing to improved outcomes for employment and inclusion of people with disability.

- In April, 40 of our talent acquisition specialists took part in Disability Confident Recruiter training via the Australian Network on Disability. This training aimed to increase knowledge and capability to embed inclusive recruitment practices, while removing barriers for people with disability throughout the recruitment process. In addition, employees undertook the 'More than Just a Job' training run by the Council for Intellectual Disability. This included how to support people with intellectual disability in the workplace and covered topics on inclusive recruitment and job carving.

Appendix 3: Multicultural policies and services

Introducing a new Multicultural Plan

In April, Transport launched the *Multicultural Plan 2021–2023*. This plan sets out new strategies and actions for Transport to meet the outcomes determined by the Multicultural Policies and Services Program framework developed by Multicultural NSW.

The plan was developed in consultation with internal and external stakeholders. It covers the next three years to align with Transport's three-year reporting requirements.

The launch of this plan followed Transport's submission of its Designated Multicultural Agency report to Multicultural NSW in late 2020. The report responded to the progress and achievements made against the 4 targets in *Transport's Multicultural Plan 2019–2020*.

The following highlights demonstrate the progress Transport has made to date under the new *Multicultural Plan 2021–2023*.

Delivering safe and inclusive transport services for customers

Transport launched the Multilingual Innovation Challenge in March 2021. The Challenge invited innovators to help non-English speaking customers plan their journeys and navigate the network using digital resources in their own language.

In April, innovators pitched their digital products to Transport and two apps – Next Station and Whiz – were selected and supported through Transport's incubation process. Both apps, which are available on iOS and Android, will be using Transport's Station Names in Other Languages dataset. This dataset features a translation or transliteration of every station and wharf in the NSW public transport network in Arabic, French, German, Greek, Hindi, Italian, Japanese, Korean, Simplified Chinese, Spanish, Traditional Chinese and Vietnamese.

Providing resources for culturally and linguistically diverse communities

A range of transport resources were provided for culturally and linguistically diverse communities in accessible print and online formats including:

- A new brochure was released in 11 languages providing information about Community Transport services. This brochure details the benefits of Community Transport, particularly for people living in areas without public transport or for those with language challenges. The brochure is available in Arabic, Simplified and Traditional Chinese, Filipino, Greek, Hindi, Italian, Korean, Spanish, Tamil and Vietnamese.

- **Transportnsw.info** continues to provide links to translated public transport information. Trip Planner help remains popular and is available in five languages – Arabic, Simplified and Traditional Chinese, Korean and Vietnamese.

- Written information about Opal ticketing and contactless payments was provided in Simplified Chinese and Vietnamese.

Collecting information on Transport staff diversity and satisfaction

Measuring employee diversity relies heavily on self-identification. Transport staff have the option to declare their country of birth, with 44.4 per cent having provided this information. Of the respondents, 17.5 per cent were born overseas and 26.9 per cent were born in Australia. Of those who declared they were born overseas, the following percentages represent the split across each of our agencies:

- Sydney Trains – 61.5 per cent
- Transport for NSW – 32 per cent
- NSW TrainLink – 3.5 per cent
- Sydney Metro – 3 per cent
- State Transit Authority – no data available.

Transport had 64 per cent of its staff respond to the 2020 People Matter Employee Survey, Of the 19,121 respondents, 32 per cent indicated they spoke a language other than English. The following percentages represent the respondents within each agency who declared they spoke a language other than English:

- Sydney Trains – 36 per cent
- Sydney Metro – 27 per cent
- NSW TrainLink – 16 per cent
- State Transit Authority – 16 per cent
- Transport for NSW – no data available.

Ensuring that Transport remains an employer of choice

Transport continued to facilitate the Humanitarian Cadet Program for refugees to gain paid work experience and build on their qualifications and skills. In August 2020, 10 humanitarian cadets from various backgrounds started a 12-month program with Transport. They were supported by a dedicated program manager who met with them weekly, and they had access to development and networking opportunities, job coaching and other support.

Transport worked closely with our humanitarian cadets to help them transition to ongoing roles. In the past 12 months, 2 cadets won roles in the longer term cadet and scholar programs, allowing them to continue their university studies while working. An additional 2 humanitarian cadets won roles in their chosen fields – information technology and engineering. Transport has received good feedback from participants and placement managers and is looking to take on another 10 humanitarian cadets in early 2022.

Appendix 4: Access to government information

Obligations under the Government Information (Public Access) Act 2009

Review of the proactive release program

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

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

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

The Proactive Disclosure Committee has representatives from across Transport. The committee 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 its functions and services through its website at **www.transport.nsw.gov.au**.

The Transport agencies' Open Data Program has been releasing information through its Open Data Hub since 2016. The hub has over 47,000 registered users and 6200 registered applications, having reached the huge milestone of 10 billion API hits earlier this year. With more than 1200 public resources and counting, the program has benefited Transport's customers and the wider community by providing data for research, third-party travel apps, and education. The datasets released contain no personal data and Transport complies with all privacy requirements when sharing data.

Key datasets have been released by the program over the past 12 months, including Opal fares, tap-on and tap-off release 3, train station CAD drawings, General Transit Feed Specification (GTFS) Pathways, pop-up cycleway data, bus lane data, electric vehicle charging stations data and stop, station and wharf names in 12 languages.

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

Number of access applications received

During the year, we received 1634 access applications, including withdrawn applications.

Number of refused applications for Schedule 1 information

In 2020–21 we refused access to information in 34 applications because the requested information was referred to in Schedule 1 of the GIPA Act.

Table A: Number of applications by type of applicant and outcome[1]

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	9	11	2	4	1	0	0	2
Members of Parliament	19	12	4	8	1	10	0	1
Private sector business	313	299	85	35	14	2	0	10
Not-for-profit organisations or community groups	4	0	0	2	1	3	0	1
Members of the public (by legal representative)	96	28	25	25	2	8	0	14
Members of the public (other)	245	67	65	98	13	12	0	69
Total	**686**	**417**	**181**	**172**	**32**	**35**	**0**	**97**

1   More than one decision can be made in respect to a particular access application. If this occurs, each decision must be recorded.

Table B: Number of applications by type of application and outcome[2]

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications[3]	102	12	9	14	1	0	0	14
Applications (other than personal information applications)	554	391	171	146	31	35	0	65
Applications that are personal information applications and other applications	30	14	1	12	0	0	0	18
Total	**686**	**417**	**181**	**172**	**32**	**35**	**0**	**97**

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	162
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	162
Invalid applications that subsequently became valid applications	79

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2   More than one decision can be made in a particular access application. If this occurs, each decision must be recorded.

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

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

Consideration category/type	Number of times consideration used[4]
Overriding secrecy laws	0
Cabinet information	26
Executive Council information	0
Contempt	4
Legal professional privilege	4
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care code of conduct	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Schedule (5A)	0
Information provided to the High Risk Offenders Assessment Committee	0

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

Consideration category/type	Number of occasions when application was not successful[5]
Responsible and effective government	32
Law enforcement and security	1
Individual rights, judicial processes and natural justice	545
Business interests of agencies and other persons	34
Environment, culture, economy and general matters	4
Secrecy provisions	432
Exempt documents under interstate freedom of information legislation	0

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4   More than one public interest consideration may apply in relation to a particular access application. If this is the case, each consideration must be recorded (but only once per application).

5   More than one public interest consideration may apply to a particular access application. If this is the case, each consideration is to be recorded (but only once per application).

Table F: Timeliness

	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	1315
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	1
Total	**1317**

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

	Decisions varied	Decisions upheld	Total
Internal review	6	8	14
Review by Information Commissioner[6]	9	13	22
Internal review following recommendation under section 93 of Act	3	2	5
Review by NCAT	0	3	3
Total	**18**	**26**	**44**

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

	Number of applications for review
Applications by access applicants	35
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	0

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

	Number of applications transferred
Agency-initiated transfer	12
Applicant-initiated transfer	4

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

Appendix 5: Privacy Management Plan

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

The Privacy Management Plan:

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

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

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

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

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

- create greater consistency in the management of personal information

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

In 2020–21, we provided advice to a range of Transport business areas and Transport agencies on privacy compliance and best practice. This included legal advice on privacy issues associated with a range of new projects.

Transport received 7 applications for internal review under Part 5 of the PPIP Act during this reporting period. Three applications received during this period were finalised in this period. Transport finalised a further 4 applications shortly after the conclusion of this reporting period – these will be reported in next year's annual report. Each review was finalised with a finding that no breach occurred.

Appendix 6: Disclosure of controlled entities and subsidiaries

The Transport cluster consists of Transport for NSW, 5 transport agencies, 2 State Owned Corporations and 2 statutory bodies and 1 statutory office.

Transport agencies

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

State Owned Corporations

- Transport Asset Holding Entity
- Port Authority of NSW

Statutory bodies

- Residual Transport Corporation
- Office of Transport Safety Investigations

Statutory office

- Point to Point Transport Commission

As pursuant with the *Transport Administration Act 1988*, the following entities within Transport are controlled by the Department of Transport.[7]

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7   The Transport Asset Holding Entity, Port Authority of NSW and Office of Transport Safety Investigations though part of Transport are not controlled by the Department of Transport. The Point to Point Transport Commission is classified as part of TfNSW for the purpose of control by the Department of Transport.

Table 12: Entities controlled by the Department of Transport

Name	Objectives	Operations and activities	Performance measures and targets

Transport for NSW	The objectives of Transport for NSW are:
	• Plan for a transport system that meets the needs and expectations of the public.
	• Promote economic development and investment.
	• Provide integration at the decision making level across all public transport modes.
	• Promote greater efficiency in the delivery of transport infrastructure projects.
	• Promote the safe and reliable delivery of public transport and freight services.
		Transport for NSW has the following general functions:
		• Transport planning and policy, including for 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.
			Key performance measures and targets for Transport for NSW are:
			• 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. Reliability targets for the different modes of transport are:
			  – Sydney Trains 92%
			  – NSW TrainLink 92%
			  – Sydney Metro 98%
			  – Bus STA 95%
			  – Bus PBO 95%
			  – Ferries 95%
			  – Light rail lines 1, 2 and 3 90% (headway)
			  – Road 90%
			• Improve customer satisfaction with key government services, measured using customer satisfaction ratings for public transport modes and roads.
			• Deliver key infrastructure projects on time and on budget across the State.

Name	Objectives	Operations and activities	Performance measures and targets
Sydney Trains	The principal objective of Sydney Trains is to deliver safe and reliable railway passenger services in an efficient, effective and financially responsible manner.	Sydney Trains commenced operations on 1 July 2013 and is the operator and maintainer of rail services across the Greater Sydney area bounded by Berowra, Emu Plains, Macarthur and Waterfall.	Key performance measures and targets for Sydney Trains are: • 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.
NSW TrainLink	The principal objective of NSW TrainLink is to deliver safe and reliable NSW railway passenger services (including services outside NSW originating or terminating inside NSW) in an efficient, effective and financially responsible manner.	NSW Trains, trading as NSW TrainLink, is a multimodal regional transport delivery organisation that provides intercity, regional and interstate rail and coach services for customers travelling longer distances. NSW TrainLink is dedicated to intercity and regional customers who need comfortable and reliable services with onboard facilities.	Key performance measures and targets for NSW Trains are: • 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 Metro	The principal objectives of Sydney Metro are: • Deliver safe and reliable metro passenger services in an efficient, effective and financially responsible manner. • Facilitate and carry out the orderly and efficient development of land in the locality of metro stations, depots and stabling yards, and proposed metro stations, depots and stabling yards.	Sydney Metro is responsible for managing the operations and maintenance of metro services in Metropolitan Sydney, and the planning and delivery of future metro lines.	Key performance measures and targets for Sydney Metro are: • 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
State Transit Authority of NSW	The principal objective of the State Transit Authority is to operate efficient, safe and reliable bus services.	State Transit Authority operates as a service provider and is managed by Transport for NSW. State Transit Authority carries, in an average (pre-COVID) year, more than 130 million passengers.	Key performance measures and targets for State Transit Authority are: • 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.
Sydney Ferries	The objective of Sydney Ferries is to deliver safe and reliable Sydney Ferry services in an efficient, effective and financially responsible manner.	Sydney Ferries owns the 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.
Residual Transport Corporation	The objectives of the Residual Transport Corporation are to: • Manage its assets, rights and liabilities effectively and responsibly. • Minimise the risk of exposure of the State arising from its activities. • Achieve the efficient and timely winding up of residual business activities.	The Residual Transport Corporation holds, manages, operates and maintains transport assets vested in or owned by it, or to be vested in or owned by it.	n/a

Disclosure of subsidiaries

Transport for NSW has no subsidiary companies as at 30 June 2021.

Appendix 7: Transport Asset Holding Entity

Transport Asset Holding Entity (TAHE) is designed as a dedicated asset owner with the remit of enabling a more effective, efficient and commercial approach to the management of public transport assets.

From 1 July 2020, RailCorp was converted into TAHE and established as a statutory State Owned Corporation. TAHE assumes ownership of RailCorp's asset base, which is primarily comprised of heavy rail assets. The TAHE Board comprises three independent members including the Chair, the Chief Executive Officer, and the Transport Secretary who is a statutory appointment.

TAHE will continue to provide access to heavy rail assets to transport operators and maintainers. Sydney Trains and NSW TrainLink will continue to take responsibility for providing passenger services and, in the case of Sydney Trains, maintenance of core rail assets. They will continue to play the lead safety role, even where assets are owned by the TAHE.

TAHE is required to operate within the remit and scope of an operating licence issued by the Minister for Transport and Roads. The operating licence will ensure safety continues to be a priority for the TAHE Board. The Office of the National Rail Safety Regulator will continue to have oversight of the regulatory arrangements for rail assets.

Appendix 8: Legal change

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

(The Minister for Regional Transport and Roads has joint administration of all Acts administered by the Minister for Transport and Roads)

Minister for Transport and Roads

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 (remainder, the Minister for Local Government)

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

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 2019

Passenger Transport Act 1990

- Passenger Transport (Drug and Alcohol Testing) Regulation 2010
- Passenger Transport (General) Regulation 2017

Minister for Transport and Roads

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 (No 34)

• 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)

• Rail Safety National Law National Regulations 2012 (South Australian Regulations adopted for NSW by the Rail Safety National Law (NSW))

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

Roads Act 1993 (except parts, which are administered by the Minister for 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

Tweed River Entrance Sand Bypassing Act 1995

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

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 (administered jointly with the Minister for Regional Transport and Roads)

Acts assented to or commenced during 2020–21

Transport Administration Amendment (Transport Entities) Act 2017 (Act 2017 No 12)

Assent 11.04.2017; uncommenced provisions (mainly regarding the Transport Asset Holding Entity of New South Wales) commenced 01.07.2020 (Commencement Proclamation 2020 No 254 published NSW legislation website 12.06.2020).

Road Transport Amendment (Digital Licensing) Act 2020 (Act 2020 No 27)

Assent 19.10.2020; commenced on the date of assent.

Transport Administration Amendment (Closures of Railway Lines in Northern Rivers) Act 2020 (Act 2020 No 28)

Assent 19.10.2020; commenced on the date of assent.

Statute Law (Miscellaneous Provisions) Act 2020 (Act 2020 No 30)

Assent 27.10.2020; Schedule 2 amendments by way of statute law revision – miscellaneous amendments, 2.26 *Marine Safety Act 1998* No 121 commenced 11.12.2020, 2.35 *Road Transport Act 2013* No 18 commenced 11.12.2020, 2.39 *Transport Administration Act 1988* No 109 commenced 11.12.2020; Schedule 4 Amendments consequent on dissolution of Roads and Maritime Services (comprising sub-schedules 4.1–4.121 amending numerous legislative references and other consequential amendments) commenced 22.01.2021.

Road Transport Legislation Amendment Act 2020 (Act 2020 No 33)

Assent 27.10.2020; commenced on the date of assent except as provided by subsections 2(2) and 2(3); Schedule 1[34] commenced 28.06.2021 Commencement Proclamation 2021 No 309 published 25.06.2021; Schedule 1[17]–[29], [33] and [37] and Schedule 2.2 to commence 01.07.2021 Commencement Proclamation No 308 published 25.06.2021.

Road Transport Legislation Amendment (Drink and Drug Driving Offence) Act 2021 (Act 2021 No 3)

Assent 24.02.2021; Schedule 2.6 *Road Transport Legislation Amendment (Penalties and Other Sanctions) Act 2018* No 54 commenced on the date of assent; remaining provisions commenced on 28.06.2021 Commencement Proclamation 2021 No 307 published 25.06.2021.

Marine Pollution Amendment (Review) Act 2021 (Act 2021 No 8)

Assent 26.03.2021; Schedules 1.1[6], [66]–[70] and [93] and 2.5[2] to commence on a day or days to be appointed by proclamation, uncommenced; remainder of Act commenced on the date of assent.

Heavy Vehicle Legislation Amendment (National Regulator) Act 2021 (Act 2021 No 9)

Assent 14.05.2021; Schedules 1–3 to commence on a day or days to be appointed by proclamation, uncommenced; remainder commenced on the date of assent.

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

Commencement of Schedule 4.50 and Schedule 4.105[2] by Commencement Proclamation 2021 No 305 published 25.06.2021 to relevantly amend:

- *Heavy Vehicle (Adoption of National Law) Act 2013*
- *Transport Administration Act 1988*.

New subordinate legislation and amendments to subordinate legislation in the portfolio of the Minister for Transport and Roads (administered jointly with the Minister for Regional Transport and Roads)

Amending Acts, subordinate legislation made or commenced during 2020–21

Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation (No 2) 2020 (2020 No 278)

(Published NSW legislation website 19.06.2020; commenced on 01.07.2020)

Photo Card Amendment (Penalty Notice Offences) Regulation 2020 (2020 No 282)

(Published NSW legislation website 19.06.2020; commenced on 01.07.2020)

Road Transport (General) Amendment (Penalties) Regulation 2020 (2020 No 285)

(Published NSW legislation website 19.06.2020; commenced 01.07.2020)

Roads Amendment (Penalty Notice Offences) Regulation 2020 (2020 No 287)

(Published NSW legislation website 19.06.2020; commenced 01.07.2020)

Rail Safety National Law National Regulations (Fees and Other Measures) Variation Regulations 2020 (2020 No 322)

(South Australian Regulations applicable to NSW; published NSW legislation website 26.06.2020; commenced on 01.07.2020)

Statute Law (Miscellaneous Provisions) Act 2020 (Act 2020 No 30)

(Assent 27.10.2020; Schedule 4 Amendments consequent on dissolution of Roads and Maritime Services (comprising sub-schedules 4.1–4.121 amending numerous legislative references and other consequential amendments) commenced 22.01.2021)

Road Transport Amendment (Miscellaneous) Regulation 2020 (2020 No 476)

(Published NSW legislation website 14.08.2020; commenced on day published)

Road Transport Legislation Amendment (Registration Information Disclosure Agreement) Regulation 2020 (2020 No 541)

(Published NSW legislation website 11.09.2020; commenced on day published)

Photo Card Amendment (Digital Photo Cards) Regulation 2020 (2020 No 559)

(Published NSW legislation website 18.09.2020; commenced on day published)

Road Transport Legislation Amendment Act 2020 (Act 2020 No 33)

Assent 27.10.2020; commenced on the date of assent except as provided by subsections 2(2) and (3)

Under subsection 2(2) Schedule 2.5 (which amended the Road Transport (Driver Licensing) Regulation 2017) commenced immediately after the commencement of Schedule 4.86 to the *Statute Law (Miscellaneous Provisions) Act 2020* (22.01.2021, see s.2(4) of that Act)

Under subsection 2(3) specified items of Schedule 1 and Schedule 2.2 commence on a day or days to be appointed by proclamation.

Commencement Proclamation 2021 No 308 published NSW legislation website 25.06.2021; Schedule 1[17]–[29], [33] and [37] and Schedule 2.2 of the Act to commence 01.07.2021

Commencement Proclamation 2021 No 309 published NSW legislation website 25.06.2021; Schedule 1[34] of the Act commenced 28.06.2021

Schedule 1[2]–[8] (amendments to section 9 of the *Road Transport Act 2013*) were uncommenced as at 30.06.2021.

Point to Point Transport (Taxis and Hire Vehicles) Amendment (Miscellaneous) Regulation 2020 (2020 No 703)

(Published NSW legislation website 04.12.2020; commenced on day published)

Amending Acts, subordinate legislation made or commenced during 2020–21

Heavy Vehicle National Legislation Amendment Regulation 2021 (2021 No 42)

(Queensland Regulation; published NSW Legislation website 12.02.2021; commenced on 22.02.2021 except Division 3 of Part 3 which commenced on the commencement of section 15 of the Road Vehicle Standards Act 2018 of the Commonwealth – 01.07.2021)

Road Transport Legislation Amendment (Drink and Drug Driving Offence) Act 2021 (Act 2021 No 3)

(Assent 24.02.2021; Schedule 2.6 commenced on the date of assent; remaining provisions to commence on a day or days to be appointed by proclamation; Commencement Proclamation 2021 No 307 published NSW legislation website 25.06.2021 uncommenced provisions commenced 28.06.2021)

Ports and Maritime Administration Amendment (Commercial Vessel Information) Regulation 2021 (2021 No 79)

(Published NSW legislation website 26.02.2021; commenced on day published)

Marine Pollution Amendment (Review) Act 2021 (Act 2021 No 8)

(Assent 26.03.2021; Schedules 1.1[6], [66]–[70] and [93] and 2.5[2] to commence on a day or days to be appointed by proclamation, uncommenced; remainder of Act commenced on the date of assent)

Road Transport (General) Amendment (Penalty Notice Offences) Regulation 2021 (2021 No 135)

(Published NSW legislation website 26.03.2021; commenced on day published)

Road Transport Legislation Amendment (Offensive Advertising) Regulation 2021 (2021 No 136)

(Published NSW legislation website 26.03.2021; commenced on day published)

Transport Legislation Amendment (Fees) Regulation 2021 (2021 No 137)

(Published NSW legislation website 26.03.2021; commenced on 01.04.2021)

Heavy Vehicle Legislation Amendment (National Regulator) Act 2021 (Act 2021 No 9)

(Assent 14.05.2021; Schedules 1–3 to commence on a day or days to be appointed by proclamation, uncommenced; remainder commenced on the date of assent)

Rail Safety National Law National Regulations (Modification of FOI Act) Variation Regulations 2021 (2021 No 235)

(South Australian Regulations applicable to NSW; published NSW legislation website 21.05.2021; commenced on 24.05.2021)

Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2021 (2021 No 291)

(Published NSW legislation website 18.06.2021; to commence on 01.07.2021)

Rail Safety National Law National Regulations (Fees) Variation Regulations 2021 (2021 No 343)

(South Australian Regulations applicable to NSW; published NSW legislation website 25.06.2021; commenced on 01.07.2021)

Road Transport Amendment (Vehicle Registration) Regulation 2021 (2021 No 327)

(Published NSW legislation website 25.06.2021; commenced on date published (25.06.2021) except Schedules 1[1]–[9]. [12]. [13], [17], [19], [20], [22]–[24], [27], [33], [34] and [37]–[39] which commenced on the day on which the *Road Vehicle Standards Act 2018* of the Commonwealth, section 15, commenced (01.07.2021)

Road Transport Legislation Amendment (Penalties, Fees and Charges) Regulation 2021 (2021 No 328)

(Published NSW legislation website 25.06.2021; to commence on 01.07.2021)

Significant judicial decisions affecting the agency or users of its services

Alexandria Landfill Pty Ltd v Transport for NSW [2020] NSWCA 165

In December 2014, a predecessor to Transport for NSW (WestConnex Delivery Authority) compulsorily acquired two parcels of land owned by Alexandria Landfill Pty Ltd (ALF) in St Peters, Sydney, for the purpose of building the St Peters Interchange component of the WestConnex motorway program of work. The acquired land was about 16 hectares in size and was being used for landfill and waste operations at the time of acquisition. The Land and Environment Court determined that ALF was entitled to be paid about $50 million in compensation, whereas around $600 million had been claimed. ALF appealed to the Court of Appeal.

The principal issues on appeal were:

- whether the primary judge constructively failed to exercise his jurisdiction
- whether the primary judge's reasons for findings were inadequate
- whether there was a lack of procedural fairness since the primary judge preferred the evidence of an expert called by the then Roads and Maritime Services
- whether the primary judge's judgment gave rise to an apprehension of bias
- whether the primary judge erred in assessing compensation for disturbance.

The Court of Appeal held that there was no constructive failure to exercise jurisdiction since all material issues presented for determination were resolved. It also held that a court's reasons for a decision must, shortly put, demonstrate that the decision has not been reached capriciously or arbitrarily, but rationally. The reasons must thus reveal that all material factors have been identified and addressed, and that no prohibited considerations have been operative. The Court of Appeal held that the lower Court judge was entitled to reject the highly complex discounted cash flow exercise on which ALF relied; that adoption by a judge of the submissions of one party on all material issues does not of itself demonstrate legal error; and the fact that the judge heard the case over 50 days, resolved the ultimate issue and gave structured reasons identifying the key issues, evidence and submissions, all meant that the lower Court judge made findings and gave adequate reasons, albeit they were sometimes implicit. Moreover, the Court of Appeal held that the lower Court judge's preference for one expert's (specifically relevant) experience in circumstances where a different expert's approach was the subject of cross-examination, did not result in any lack of procedural fairness, and that the outcome of a case and the judge's reasons for judgment do not alone support a claim of reasonable apprehension of bias, based on prejudgment.

Importantly for other cases, the Court of Appeal also ratified statements it had made in previous decisions that in paragraph 59(1)(f) of the *Land Acquisition (Just Terms Compensation) Act 1991*, the phrase 'other financial costs' are confined to costs relating to the actual use of the land at the date of acquisition, and do not encompass loss of the opportunity to earn future profits.

Cousins v Transport for NSW [2020] NSWLEC 146

Transport for NSW (Transport) was successful in resisting an application for an injunction brought on 16 October 2020 seeking to prevent the demolition of a 115 year old, single lane, wooden road bridge over the Clarence River at Tabulam in northern NSW scheduled to occur on 21 October 2020. Prior to 2016, the bridge had been listed on the State Heritage Register as an item of State Heritage significance. In 2016, the (then) Minister responsible for the *Heritage Act 1977* (Heritage Act) approved the bridge's removal from the register. On 16 October 2020, Mr John Cousins, a resident of the Tabulam district, commenced Land and Environment Court proceedings seeking a declaration that Transport's proposed activities to demolish the bridge would be in breach of section 139 of the Heritage Act because Transport had not applied for and been granted a permit to demolish a 'relic' (that is, the bridge) under that section. The Court found that the proposed demolition of the bridge did not require a permit pursuant to section 139 of the Heritage Act as it was not a relic in the relevant sense. This decision brought welcome clarity in relation to the definition of a relic under the Heritage Act, which is helpful for Transport's Bridges for the Bush program.

CPB Contractors Pty Ltd v Transport for NSW [2021] NSWSC 537

CPB Contractors Pty Ltd (CPB) commenced proceedings against Transport for NSW (Transport) in respect of matters which had been the subject of an earlier expert determination. The expert had been required to determine whether CPB was entitled to payment in addition to that which it had already been paid on a 'Dayworks' basis. The effect of the expert's determination was that CPB was not entitled to additional payment for the relevant work. One of the allowable grounds to challenge an expert determination under the contract, based on the New South Wales Government GC 21 (Edition 2) General Conditions of Contract (GC21 standard form), was where the determination did not 'involve the payment of money'. CPB argued that given the expert determined that CPB was not entitled to additional payment it was entitled to challenge the decision by commencing proceedings.

Transport sought a stay of the proceedings on the basis that the expert determination was binding in accordance with the terms of the contract. The Court (Stevenson J) held that the determination was binding, ordering that the proceedings be stayed in respect of the matters the subject of the expert determination. His Honour concluded that, on the correct construction of the contract, the determination did 'involve paying a sum of money' and the prohibition against commencing litigation applied. The decision is valuable as it settles the interpretation of a key clause within Transport's GC21 standard form contract template.

Eureka Operations Pty Ltd v Transport for New South Wales [2021] NSWLEC 41

These proceedings arose out of the compulsory acquisition of 15 square metres of land at 131–133 Cobra Street, Dubbo, on which the applicant operated a service station under lease from another company. Pursuant to section 66 of the *Land Acquisition (Just Terms Compensation) Act 1991* (Just Terms Act), the applicant objected to the amount of compensation offered in relation to the acquisition.

The acquisition was carried out specifically for the construction, operation and maintenance of the Fitzroy and Cobra Street (Mitchell Highway) intersection upgrade, which amongst other things involved the construction of two median strips along part of each of the roads to which the service station had frontage (in each case, being in the immediate vicinity of the service station). This had the effect of cutting the passing trade of the service station almost in half, as agreed by traffic experts for both parties.

The Court determined the compensation payable for the injurious affection of the lease interest over the residue land remaining after the acquisition should be calculated by a before and after assessment of the value of the lease having regard to the discounted cash flow of the service station business adopting the applicant's EBITDA as the indication of the base earnings capacity the market would utilise to determine that value. This has implications for the valuation of commercial leases in compulsory acquisition contexts.

Transport for NSW v East Coast Wharf Constructions; Transport for NSW v King [2020] NSWLEC 112

In 2015, East Coast Wharf Constructions Pty Ltd (ECWC) and its sole director (Mr King) entered into an agreement with the lessee of a marina for work as part of an expansion and modification to the marina. Instead of disposing of the construction waste at an approved facility, the company transported the waste by barge and unlawfully stored it on his mooring, it later sank to the Pittwater seabed.

Transport commenced Class 5 proceedings in the Land and Environment Court. The Court granted Transport leave to prosecute as Appropriate Regulatory Authority under environmental legislation, with written approval and concurrence from the Environment Protection Authority. Transport alleged that ECWC and Mr King caused environmental damage, contravening section 115 of the *Protection of the Environment Operations Act 1997* (the Act). It was further alleged that ECWC and Mr King unlawfully transported waste to a place that could not be lawfully used as a waste facility in contravention of section 143 of the Act and used a place as a waste facility contrary to section 144 of the Act.

The hearing commenced on 1 September 2020. During the course of the hearing, the matter was stood down temporarily to enable the defendants to consider their position and they agreed to plead guilty to offences under sections 143 and 144 of the Act.

Judgment was handed down on 16 October 2020. ECWC as a corporate defendant was fined $30,000 for the offence under section 143(1) of the Act, being the transportation of waste to a place that could not lawfully be used as a waste facility. Furthermore, ECWC was also fined $75,000 for the offence of occupying a place and using it as a waste facility without lawful authority, under section 144(1) of the Act. In total, ECWC was fined $105,000 and ordered to pay Transport's costs. When making this decision, the Court (Moore J) weighed up both the significance of the guilty pleas, entitling the defendant to a 10% plea discount, the imposition of a cost order in Transport's favour, and the need for both specific and general deterrence.

As an individual defendant, the sole director Mr King was convicted by virtue of section 169(1) of the Act, for the same offences as his company. For the section 143(1) offence, Mr King was fined $8,000, and for section 144(1), $20,000. In total, this amounted to $28,000, with the addition of Transport's costs, taking into account the plea discount, costs order and deterrence objectives.

Furthermore, Transport sought and obtained a publication order for the defendants to publish at their expense, a notice in the form approved by the Court, in *Afloat Magazine* and the *Manly Daily*. The aim of this order was to send a strong deterrence message to the community, by naming the offenders, and signalling to the public at large the seriousness of offences of unlawfully transporting waste in the State's waterways and using an unauthorised place as a waste facility.

Appendix 9: Environment Protection and Biodiversity Conservation Act report

Strategic assessment approval

We are committed to publishing activities assessed as likely to have a significant impact on nationally listed threatened species and ecological communities. All activities that are deemed to have a significant impact are undertaken in accordance with Transport's environmental assessment and decision making framework.

Table 13 reports on the status of the 6 determined (approved) projects that have been considered under the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) (EPBC Act) strategic assessment approval since its commencement in September 2015.

Also, Table 13 includes 3 projects reported for the first time in this report – the Singleton Bypass, HW17 Newell Highway Narrabri to Moree Heavy Duty Pavement Project, and HW17 Newell Highway North Moree Heavy Duty Pavement Project.

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

Table 13: Determined (approved) activities identified as likely to have a significant impact on nationally threatened species and endangered ecological communities

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
Mona Vale Road West upgrade, McCarrs Creek Road, Terrey Hills to Powderworks Road, Ingleside			
Direct: • *Grevillia caleyi* – 3.4 ha potential habitat including 75 known individuals • *Microtis angusii* – 1469 known individuals • *Heleioporus australiacus* – 0.22 ha of breeding habitat and 12.5 ha of potential non-breeding habitat **Indirect:** • fragmentation and isolation of individuals and habitats • noise, dust and other construction impacts • hydrological impacts on downstream habitats • fauna collision and mortality	Principle mitigation measures are: • implementing Biodiversity Guidelines (2011) for the pre-clearing process • construction of a fauna land bridge to connect Ku-ring-gai Chase and Garigal national parks. Two fauna underpasses supported by fauna-proof fencing and weed management. All residual impacts to nationally listed threatened species will be offset through the purchase of biodiversity credits in accordance with the Framework for Biodiversity Assessment. Offsetting for one species, *Microtis angusii*, is subject to taxonomic and conservation status review.	A Review of Environmental Factors (REF) and Species Impact Statement were exhibited from 10 February 2017 to 13 March 2017.	Project was determined (approved) by Roads and Maritime Services with concurrence from NSW Office of Environment and Heritage – 14 November 2017. As of June 2021, construction had not commenced.

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
Pacific Highway upgrade, Parsons Road to Ourimbah St, Lisarow			
Direct: • *Melaleuca biconvexa* – 2.16 ha with estimated 2163 stems **Indirect:** • *Melaleuca biconvexa* – 0.73 ha with an estimated 2575 mature stems	Principle mitigation measures are: • implementing Biodiversity Guidelines (2011) for the pre-clearing process • management of water quality and hydrology through a wetland management plan and soil management plan. All residual direct and indirect impacts to *Melaucea biconvexa* will be offset through the purchase of biodiversity credits in accordance with the Framework for Biodiversity Assessment.	An REF and Species Impact Statement were exhibited from 18 July 2016 to 19 August 2016.	Project determined (approved) by Roads and Maritime Services with concurrence from NSW Office of Environment and Heritage – 21 February 2017. Construction commenced in February 2019 and as of 30 June 2021 was ongoing.
New England Highway upgrade between Belford and the Golden Highway, Belford			
Direct: Reduce extent of Central Hunter Valley eucalypt forest and woodland by 8.2 ha **Indirect:** Fragmentation and degradation of remaining Critically Endangered Ecological Communities (CEEC). This CEEC is equivalent to NSW PCT 1601 – Spotted Gum Narrow–leaved Ironbark, Red Ironbark, shrub–grass open forest of the Central and Lower Hunter.	Principle mitigation measures for CEEC: • Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. All residual impacts to nationally listed matters are to be offset in accordance with the Framework for Biodiversity Assessment. Subject to final design, 410 PCT 1601 credits are required.	An REF including biodiversity assessment was exhibited from 30 June 2017 to 28 July 2017.	Project determined (approved) by Roads and Maritime Services on 10 July 2018. As of 30 June 2021, some early works involving individual trees has occurred with full construction anticipated to commence later in 2021.

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
New England Highway Singleton bypass			
Direct: 16.8 ha of Central Hunter Valley Eucalypt Forest and Woodland CEEC No EPBC Act threatened or migratory species are likely to be significantly impacted.	Principle mitigation measures for CEEC: • Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. All residual impacts to nationally listed matters are to be offset in accordance with the Biodiversity Assessment Method. Subject to final design, 493 PCT 52 credits are required.	An REF was exhibited from 16 December 2019 to 1 March 2020.	Project was determined in August 2020. As of 30 June 2021 works had not commenced.
HW17 Newell Highway Narrabri to Moree Heavy Duty Pavement Project			
Direct: 16.22 ha Natural grasslands on basalt and fine-textured alluvial plains of northern NSW and southern Queensland which is a CEEC. Note: significant impacts identified in September 2018 REF to habitat for the perennial grass species – Belson's Panic (*Homopholis belsonii*) have been avoided as a consequence of design changes outlined in the addendum REF.	Principle mitigation measures for CEEC: • Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. All residual impacts to nationally listed matters are to be offset in accordance with Transport's biodiversity offset guidelines. Subject to final design, 486 PCT 52 credits are required.	An REF was exhibited from 22 June 2018 to 23 July 2018. A subsequent addendum REF was prepared in May 2020 and confirms the impact boundary and offset requirements.	The project was originally determined (approved) in September 2018 and the subsequent addendum REF was determined in August 2020. Construction has not commenced.

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

Appendix 10: Major infrastructure projects

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

Table 14: Major infrastructure projects 2020–21

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

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

Construction or ongoing – construction has commenced

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

Project description	Location	Status as at 30 June 2021	Announced completion date	Announced estimated total cost ($'000)	2020–21 expenditure ($'000)	Expenditure in previous years ($'000)
Albion Park Rail Bypass	Yallah – Oak Flats	Construction	2021	630,000	125,615	395,397
Batemans Bay Bridge Replacement	Batemans Bay	Construction	2023	274,000	65,540	155,471
Berry to Bomaderry Upgrade	Between Berry – Bomaderry	Construction	2022	450,000	82,186	250,400
Circular Quay Precinct Renewal (Planning)	Sydney	Planning	N/A	N/A	25,242	35,993
Cobb Highway, New Murray River Bridge (NSW Contribution)	Moama – Echuca	Construction	2022	90,000	42,874	35,688
Coffs Harbour Bypass (Planning and Preconstruction) (State and Federal Funded)	Coffs Harbour	Planning	N/A	N/A	47,971	130,008
Fixing Country Rail Program	Various	Ongoing	N/A	400,000	15,300	25,414
Gateway to the South Pinch Points	Various	Ongoing	2022	300,000	54,676	191,132
Henry Lawson Drive Upgrade	Milperra	Planning	N/A	N/A	3,105	3,610
Katoomba to Lithgow Upgrade (Planning) (State and Federal Funded)	Katoomba – Lithgow	Planning	N/A	N/A	25,378	6,731

Project description	Location	Status as at 30 June 2021	Announced completion date	Announced estimated total cost ($'000)	2020–21 expenditure ($'000)	Expenditure in previous years ($'000)
M12 Motorway, M7 to The Northern Road (Planning and Preconstruction) (State and Federal Funded)	Badgerys Creek	Pre-Construction	N/A	N/A	511,284	118,464
M4 Smart Motorway	Various	Completed	2020	600,000	30,855	574,357
M6 Extension Stage 1	Rockdale	Construction	2025	3,115,000	139,811	133,962
Macquarie University Station Transport Interchange (State and Federal Funded)	Macquarie Park	Planning	N/A	N/A	3,053	4,006
New England Highway, Singleton Bypass (Planning) (State and Federal Funded)	Singleton	Planning	N/A	N/A	2,154	12,593
New Hawkesbury River crossing at Richmond (Planning) (State and Federal Funded)	North Richmond	Planning	N/A	N/A	2,155	3,230
Newcastle Inner City Bypass, Rankin Park to Jesmond (Preconstruction) (State and Federal Funded)	Williamtown	Planning	N/A	N/A	19,004	46,728
Nowra Bridge Replacement over the Shoalhaven River (State and Federal Funded)	Nowra	Construction	2024	342,000	101,596	56,149
Pacific Motorway, Extension to Raymond Terrace (Planning) (State and Federal Funded)	Hexham	Planning	N/A	N/A	20,355	39,487

Project description	Location	Status as at 30 June 2021	Announced completion date	Announced estimated total cost ($'000)	2020–21 expenditure ($'000)	Expenditure in previous years ($'000)
Parramatta Light Rail Stage 1	Parramatta	Construction	2023	2,400,000	726,300	1,010,980
Pinch Points and Clearways	Various	Ongoing	N/A	N/A	95,522	213,635
Princes Highway Upgrade Program (Planning) (State and Federal Funded)	Nowra – Moruya	Planning	N/A	N/A	23,748	3,596
Smart Motorways (Planning) (State and Federal Funded)	Various	Planning	N/A	N/A	3,498	14,508
Sydney Gateway	Mascot	Construction	N/A	N/A	322,537	254,926
Sydney Metro City and Southwest	Chatswood – Bankstown	Construction	2024	N/A	2,192,000	3,062,457
Sydney Metro West	Westmead – Sydney CBD	Planning	2030	N/A	240,000	943,000
Sydney Metro-Western Sydney Airport	St Marys – Bringelly	Construction	2026	N/A	1,723,000	2,881,00
The Northern Road Upgrade, Glenmore Parkway to Jamison Road	Luddenham	Completed	2021	N/A	118,598	348,000
The Northern Road Upgrade, Mersey Road to Glenmore Parkway	Penrith	Construction	2022	N/A	159,950	432,000
The Northern Road Upgrade, Peter Brock Drive to Mersey Road	Bringelly	Completed	2020	N/A	33,059	406,000
WestConnex (State and Federal Funded)	Various	Construction	2023	16,800,000	1,262,259	2,897,102

Appendix 11: Research and development

Activity	Status	Partners and collaborators
Designing safe and successful places The purpose of this research was to use the Movement and Place Framework to develop a series of evidence-based design principles and guidelines for balancing vehicle movements with place making, to enhance pedestrian safety and to develop successful places. Using virtual reality and pedestrian tracking technology, the project has generated a better understanding of the relationships between pedestrian-oriented urban design elemental variables and safe system treatments to improve the experience and safety of pedestrians. Outcomes from this research will facilitate the implementation and evaluation of successful places in collaboration with councils to determine the real-life impact of a range of place making and safety variables.	Research completed and final report drafted June 2021	Swinburne University of Technology, iMOVE Cooperative Research Centre
COVID-19 research: working from home and implications for revising the Future Transport 2056 strategy and strategic travel models The Transport for NSW Research Unit led a research project to explore and understand the benefits and drawbacks of working from home arrangements from the perspective of employees, employers and community groups. The project supports the identification of best policies and practices to support working from home to improve congestion peaks and shape the future mobility agenda.	Completed June 2021	Bureau of Infrastructure and Transport Research Economics, University of South Australia, iMOVE Cooperative Research Centre
Optimisation of signalised intersections by minimising vehicle stop time The development of Transit Signal Prioritisation (TSP) algorithms is a key component in effectively integrating light rail within the overall transport system. Past research has highlighted the potential for increased road congestion as a result of inefficient operationalisation of buses and light rail. This collaborative project designed and modelled novel TSP algorithms that aimed to increase the movement on the road network.	Completed January 2021	University of Technology Sydney, iMOVE Cooperative Research Centre
Transport Research Association for NSW symposium The Transport Research Association for NSW held its 2020 virtual symposium with practitioners, researchers and transport enthusiasts. Six streams were chaired by industry leaders in their fields from organisations including Transport for NSW, CISCO, Ernst & Young and PricewaterhouseCoopers. Thirty research students and post-doctoral researchers showcased their research to more than 200 attendees.	Completed November 2020	Cisco, Ernst & Young, Pricewaterhouse Coopers

Activity	Status	Partners and collaborators
Emerging business models in the digital economy, and lessons for Mobility as a Service operators and regulators Mobility as a Service (MaaS) systems offer consumers access to multiple transport modes and services – owned and operated by different mobility service providers – through an integrated digital platform for planning, booking and payments. Transport for NSW and the University of South Australia led a research project to highlight outcomes from MaaS operations under different policy and regulatory scenarios. This research identified roles and opportunities for the public and private sector across the developing MaaS ecosystem.	Completed April 2020 and has led to a new MaaS program of work	University of South Australia
NSW road safety performance indicators observational study Observational research was conducted at sites across NSW to capture data for three road user behaviours that relate to safety: light vehicle driver and front-seat passenger seatbelt use; motorcycle helmet and protective gear use; and bicycle helmet use. The findings will be used to set a baseline for monitoring these safety performance indicators in NSW, and inform development of strategies to address any identified risks or issues.	Completed	Taverner Research

Activity	Status	Partners and collaborators
Improvement on Child Restraint Evaluation Program This research project aimed to improve the objectivity of testing procedures used in assessing child car seats crash protection performance. The improvements are a major progression of the Child Restraint Evaluation Program and include the introduction of a new frontal test rig, a new side impact test with door intrusion, and the Q-series family of anthropomorphic test devices (ATDs). The changes to the assessment and rating of child occupant protection are intended to introduce elements from the United Nations Economic Commission for Europe, Regulation 129 into the evaluation of child restraint performance in Australia – the most important of which is the introduction of the intruding door side impact test. Other changes include: • maintain focus on the protection of children in side impacts • use the biofidelity and measurement opportunities of the Q-series ATDs • introduce test rigs that represent current popular vehicles • increase alignment between the Child Restraint Evaluation Program and other consumer advisory programs such as ADAC and Australasian New Car Assessment Program • respond to issues raised by previous researchers.	Completed	Transport's Crashlab, McIntosh Consultancy & Research
Literature review to understand pedestrian protection approaches The Centre for Road Safety conducted a literature review of pedestrian safety at signalised two-phase intersections to better understand the impact on safety where parallel green signals for both vehicle and pedestrians traffic signal phasing is used. Specifically, the review looked at the potential introduction of Timed Pedestrian Protection (TPP) at signalised intersections to provide temporal separation of pedestrians and vehicles. The review found that TPPs reduced the number of pedestrian crashes at intersections. Additionally, a crash reduction factor calculation based on NSW roads estimated that if TPPs were implemented on NSW roads they could reduce pedestrian crashes at signalised intersections by up to 35 per cent. The literature review and crash reduction factor calculation suggested that replacing parallel green signals for both vehicle and pedestrians with TPPs would significantly contribute towards reducing pedestrian crashes at signalised intersection crossings.	Completed	n/a

Activity	Status	Partners and collaborators
Community attitudes survey to inform the *2026 Road Safety Action Plan*	Completed	Ipsos

This research aimed to give the NSW community an opportunity to provide input into the development of the *2026 Road Safety Action Plan* and for Transport to obtain feedback on:

- road safety issues of most concern to NSW road users
- road safety issues that apply to different kinds of road users
- views on a range of road safety countermeasures and initiatives, and how they contribute to making our roads safer.

An online survey was administered to a panel of more than 1200 respondents and an open-link to more than 2400 respondents.

Activity	Status	Partners and collaborators
Cooperative Intelligent Transport Initiative – Light Vehicle Study	Completed	Australian Road Research Board

The Cooperative Intelligent Transport Initiative aims to investigate the safety benefits, acceptance, and issues surrounding deployment of Cooperative Intelligent Transport Systems (C-ITS).

The initiative has been running for several years. In 2020–21, members of the public participated in a field test which involved fitting C-ITS technology to their light vehicles.

Findings will inform considerations about a wider roll out of C-ITS including improvements to the human-machine interface, technology configuration, and data capture.

Activity	Status	Partners and collaborators
Fresnel lens device effectiveness and driver acceptance	Ongoing	Taverner Research

Fresnel lenses are a cost-effective, safety measure and are proven internationally to improve a heavy vehicle driver's field of view by reducing blind spot areas to the vehicle's near side, however they are not commonly used in Australia.

This research project aimed to evaluate the effectiveness of Fresnel lenses on heavy vehicles and to assess driver acceptance in NSW.

A two-month trial followed the lens installation on heavy vehicles, with participating drivers completing pre- and post-fitment surveys about their expectations and driving experiences with the lens. Fleet managers also provided feedback. The findings are intended to support campaigns to heavy vehicle users who will benefit most from having a Fresnel lens installed on their vehicle.

Activity	Status	Partners and collaborators
Waratah Research Network This NSW Government network facilitates university, government and industry partnerships to deliver impact-driven research and evidence-based outcomes for NSW communities. This network aims to improve research collaboration, research communication and promote funding opportunities with both university and industry partners.	Ongoing	NSW Government, universities
Transport for NSW Research Hub The Research Hub fosters collaboration and information sharing between Transport, universities, industry and other government agencies interested in transport. The Research Hub helps partners engage with Transport to use evidence to solve some of the biggest challenges in transport.	Ongoing	NSW Government, universities and industry
Australasian Transport Research Forum The forum is the principal transport research conference in Australia and New Zealand. It brings together transport researchers, policymakers, advisors and practitioners from a range of disciplines to share and build upon the latest research and thinking. The conference is held in a different location each year. Transport plays a key role in the Executive Committee, and in October Transport was elected to the Secretariat role.	Ongoing	n/a
Sydney University automated vehicle trial This project will establish real-world testbeds to undertake research into customer-focused and safe operations of connected and automated vehicles in various urban environments. Cooperative Intelligent Transport Systems will be used to improve safety. The recommendations from the project will inform NSW's positions and policies on the safe introduction of connected and automated vehicles to various road environments.	Ongoing	iMOVE, The University of Sydney
Dubbo autonomous vehicle trial In this trial, a Ford Ranger Crew Cab Ute will be retrofitted to Level 3+ conditional automation supporting shared rides between mapped routes in the Dubbo region. The focus of this trial will be on customer mobility and the benefits and challenges in introducing emerging connected and automated vehicle technology to regional NSW.	Ongoing	Conigital, Liftango, NRMA, QBE Insurance, Buslines Group, Dubbo Regional Council, Amey

Activity	Status	Partners and collaborators
Zero emissions bus strategy The Minister for Transport and Roads has set a target to transition NSW's fleet of 8000 buses to zero emissions technology (ZEBs) by 2030. The transition strategy aims to outline a path to deliver a fleet of ZEBs by 2030. The goal of the strategy is to ensure the State is prepared for the rapid changes in technology and innovation to create and maintain a world-class, safe, efficient and reliable transport system.	Ongoing	L.E.K. Consulting, EDGE Consulting Engineers, Environmental Resources Management, WSP, CSIRO, Ausgrid, Endeavour Energy
Coffs Harbour autonomous vehicle trial – BusBot Coffs Harbour is the first regional city in Australia to trial an automated vehicle. The shuttle used for this trial is a Level 4, fully automated EZ10 vehicle with capacity to carry up to 14 passengers. The trial has been conducted in three phases gradually increasing in levels of operational complexity allowing customers to experience the technology in real-world environments.	Ongoing	Busways, Coffs Harbour City Council, EasyMile, Via
Electric vehicle charging – regional Transport has partnered with the NRMA to provide $3 million to deliver at least 20 additional electric vehicle fast chargers to the existing regional network along the State's major highways. This will help open regional NSW to electric vehicle owners.	Ongoing	NRMA
Connected and automated vehicles The purpose of the project is to collaborate with external stakeholders to generate ideas and prepare for a near-future transport mix which includes a range of different types of connected and autonomated vehicles (CAVs). It will identify opportunities for collaboration for trials and the deployment of CAVs and set the future directions for NSW to be CAV-ready by 2023–2024.	Ongoing	Arup
Assessment of driver assist technologies Transport is undertaking research and development work with the Australian New Car Assessment Program, major manufacturers, and emerging companies at the Cudal test centre in the State's Central West. The work involves detailed assessment, tuning and refinement of new advanced driver assistance systems capabilities being introduced into new and future vehicle models for Australian and overseas markets. This includes the testing for pilots. This work is assisting in the development of new and emerging vehicle technologies. Also we have facilitated gazetting, testing and validating mobile speed cameras.	Ongoing	Original equipment manufacturers, Australian New Car Assessment Program, Slasherteck, Treeves

Appendix 12: Governance framework

Governance across Transport

Transport for NSW (Transport) is the lead agency within Transport. The Secretary and the Boards of the transport agencies are, in the exercise of their functions, subject to the control and direction of the Minister for Transport and Roads and the Minister for Regional Transport and Roads.

TfNSW's governance framework describes the rules, relationships, systems and processes by which governance is exercised within TfNSW. This supports Transport to drive effective decision making, and provide assurance and confidence that we are on track to deliver customer and community outcomes, achieve our purpose and meet our obligations.

Committees

Transport's executive committees provide oversight and assurance to the Secretary and executive committee members that the organisation is managing its decisions and performance.

Executive committee

Transport's Executive Committee is the principal governing body of Transport. Its role is to support the Secretary and Transport's executive to set strategic direction and priorities and monitor and oversee the operation and performance of Transport.

The Executive Committee is chaired by the Secretary, and its members include all Deputy Secretaries, the Chief People Officer,

the Chief Executive Sydney Metro, the Chief of Staff Office of the Secretary, and the Point to Point Transport Commissioner.

Finance and Investment Assurance Sub-Committee

The Finance and Investment Assurance Committee is a sub-committee that is responsible for financial governance on behalf of the Executive Committee. It oversees Transport's financial direction, allocation and controls expenditure.

The committee is chaired by the Deputy Secretary, Corporate Services and its members include the Deputy Secretaries for Customer Strategy and Technology, Greater Sydney, and Regional and Outer Metropolitan.

Audit and Risk Committee

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

Membership of the committee is comprised of independent members (selected from outside the NSW Government) with appointments of not more than five years.

Committee hierarchy

Independent

Secretary - - - - **Audit and Risk Committee**

Executive Committee

Executive governance committee

Finance and Investment Assurance Committee

Executive sub-committee
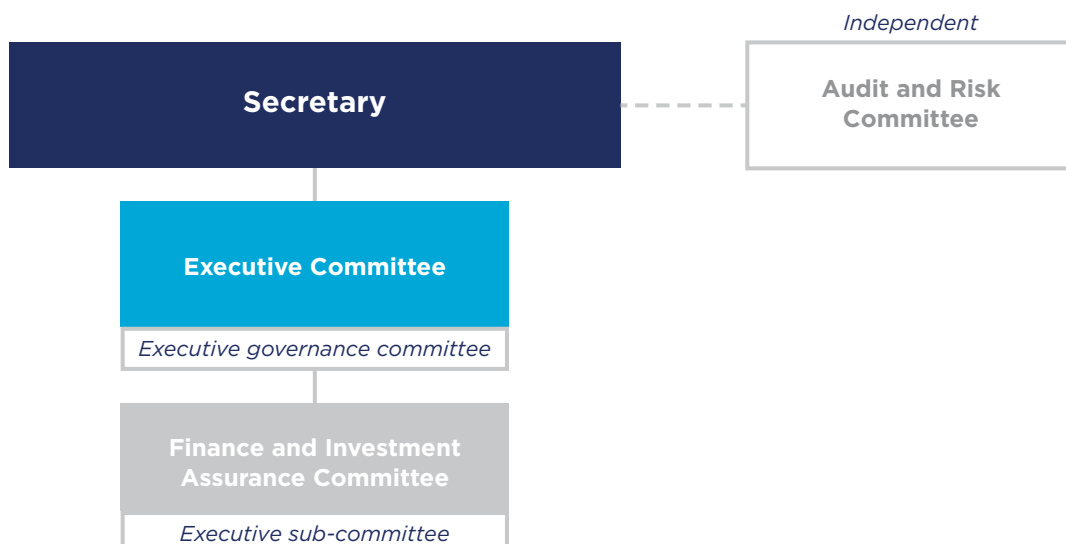
Appendix 13 Audit and risk management

Internal Audit

Internal audits provide independent assurance to the Secretary about the effectiveness of controls to manage priority risk areas. The Chief Audit Executive oversees the internal audit function, and is jointly accountable to the Audit and Risk Committee and the Secretary.

Risk Management

Transport's Enterprise Risk Management Framework establishes a consistent approach to identifying, recording, assessing, evaluating and managing risks. The Framework complies with the requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector and conforms to the Australian and New Zealand Standard for Risk Management (AS/NZS ISO 31000:2018).

Risk management is integrated into our corporate strategy, business planning and performance processes, with risks proactively identified, reviewed and mitigated. The Transport Executive have defined risk appetite statements and a suite of strategic risks to ensure we deliver on our corporate strategy effectively. Regular reports on risk management are provided to the Transport Executive and Audit and Risk Committee.

Fraud and corruption prevention

A Corruption Control Framework and Plan was in place to help minimise the likelihood of fraud and corruption across the agency. Transport has a misconduct reporting policy and actively supports those who report suspicions of corruption, maladministration, serious and substantial waste of public resources or a breach of the *Government Information (Public Access) Act 2009*. Further information on public interest disclosures is in Appendix 17.

Internal audit and risk management attestation statement for the 2020–21 financial year for Transport for NSW

Internal Audit and Risk Management Attestation Statement for the 2020-21 Financial Year for Transport for NSW

I, Rob Sharp, am of the opinion that Transport for NSW (TfNSW) has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core Requirements

Risk management framework	Status
1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency	Compliant
1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018	Compliant
Internal audit function	
2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose	Compliant
2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice of Internal Auditing	Compliant
2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

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

Title	Name	Term Commenced	Term Finishes
Independent Chair	Carolyn Burlew	27 November 2017	2 March 2022
Independent Member	Allan Cook	6 September 2017	5 September 2022
Independent Member	Christine Feldmanis	6 September 2017	5 September 2022
Independent Member	Lyn Baker	1 May 2020	30 April 2023

Shared Arrangements

I, Rob Sharp, advise that TfNSW has entered into an approved shared arrangement with the Department of Transport, Sydney Ferries and Transport Service of NSW. The resources shared include the Audit and Risk Committee, the Chief Audit Executive and the internal audit function. The shared Audit and Risk Committee is a Principal Department Led Shared Audit and Risk Committee.

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

Rob Sharp
Secretary

Date: 27 July 2021

Agency Contact Officer:
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Appendix 14: NSW Cyber Security Policy attestation statement

Transport for NSW

Cyber Security Annual Attestation Statement for the 2020-2021 Financial Year for Transport for NSW

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

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

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

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

Transport for NSW has a cyber incident response plan that undergoes regular updates and is tested annually. Transport for NSW has Information Security Management Systems (ISMS) in place covering all identified critical assets and is committed to maturing cyber security controls.

This attestation covers the following agencies: Transport for NSW

Rob Sharp

Secretary
6 September 2021

Appendix 15: Statement on the audit about the exchange of Opal information

In 2020–21, Transport 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.

Appendix 16: Insurance

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

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

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

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

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

Appendix 17: Public interest disclosures

Public Interest Disclosures Act 1994

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

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

Transport provides face-to-face training sessions for staff and maintains a fraud and corruption e-learning module (mandatory for all new staff) about public interest disclosures and our Misconduct Reporting Policy.

Table 15: Public Interest Disclosures for Transport for NSW 2020–21

Information requested	Number
Number of public officials who have made public interest disclosures to Transport for NSW	7
Public interest disclosures made by public officials in performing their day-to-day functions	1
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures	6
Number of public interest disclosures received by category:	
Corrupt conduct	13
Maladministration	0
Serious and substantial waste of public money or local government money	0
Government information contraventions	0
Local government pecuniary interest contraventions	0
Number of public interest disclosures received	**13**
Number of public interest disclosures finalised	**18**

Appendix 18: Account payments and grants

Funds granted to non-government community organisations

The Transport Access Regional Partnerships grants program supports initiatives to improve services and outcomes for 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 2020–21, we distributed 39 grants to non-government community organisations, with funds totalling $961,817.

Table 16: Funds granted to non-government community organisations

Organisation	Grant purpose	Amount ($)
Yacaaba Centre Information and Counselling Service	This project will assist in providing emergency transport to women and children leaving domestic violence situations, transport for clients referred to mental health and wellbeing clinics in Newcastle, homeless youth and homeless women over 50.	$22,000
Moree Care	This project will deliver transport to small, isolated villages near Moree. Mungindi, Toomelah and Boggabilla communities have a high Aboriginal population and elderly residents. There is no public transport and residents need help to access larger centres mostly for shopping, banking and medical appointments.	$80,000
Nambucca Valley Christian Community School	This project will provide affordable transport using brokered buses to enable youth living in the Nambucca Valley access to social and recreational activities in larger regional centres. The Youth Force Committee will identify activities through consultation with school-age youth in the region. All schools in the Valley are represented by the Youth Force Committee.	$25,000
RISE – Coffs Harbour Incorporated	RISE Rugby League Development Program supports disadvantaged refugee and Aboriginal youth aged between 12 and 18 to participate in a before school football training program. Training is at the Southern Cross University campus and is holistic with fitness, mental health, wellbeing, nutrition and collaboration as foundation skills. Funding would be used to charter a bus so participants could shower, eat a nutritious breakfast and be transported to school.	$20,000

Organisation	Grant purpose	Amount ($)
Camden Head Pilot Station (Camden Haven Community College)	This project will provide transport for Aboriginal people from the Birpai and Bunyah Aboriginal Land Council regions to attend cultural events. The events would be identified and developed by the Birpai and Bunyah Aboriginal Land Councils in collaboration with Camden Head Pilot Station. These events will be culturally appropriate and include Elders events, women and children's events.	$30,000
Community Resources Limited (Homebase Youth Services)	This project will provide group transport for Aboriginal youth from the Forster–Tuncurry region to NAIDOC activities in the region. The transport will be provided using a brokered community bus and, where possible, the bus will be driven by a volunteer trained under the Driving the Lakes project.	$3000
Community Resources Limited (Homebase Youth Services)	This project will provide free and coordinated transport to Aboriginal youth in the Great Lakes, Greater Taree and Gloucester local government areas to after school and school holiday activities. While the focus is on Aboriginal youth, all young people from disadvantaged backgrounds will be welcome. The transport will be provided with brokered community-based buses.	$18,000
Kyogle Together Incorporated	The Kyogle Canvas project aims to bring the community together and support the Kyogle community. Kyogle Together has agreed to have their new bus vinyl wrapped in artwork developed through this funding. The vehicle will be a commuter bus that will support disadvantaged people access services and support in the region. The artwork will be developed by youth in the region and will be a reflection of the community and the region.	$10,000
Kyogle Together Incorporated	This project will provide affordable, appropriate and coordinated transport to vulnerable and isolated young mothers and their children in the Kyogle region so they can access health and social services in Kyogle. It will also provide the opportunity for activities to address the social isolation that many of the young women endure.	$17,000
Murwillumbah Community Centre Incorporated	This project will provide coordinated transport for Aboriginal and non-Aboriginal people wishing to attend or participate in the Murwillumbah Kinship Festival. Transport will be provided to interested communities from Grafton to the Tweed.	$5000

Organisation	Grant purpose	Amount ($)
Bamara Pty Ltd	This project will enable youth from Wellington to access after school activities and activities during school holidays, conducted by various organisations. Wellington is a small community and opportunities for social and recreational engagement are limited due to the lack of public transport. This project will enable transport access for youth to increase engagement with activities such a sport, swimming, cultural, educational and arts projects. The project will also include youth from Nanima, the discrete Aboriginal community 10 kilometres out of town.	$45,490
Bamara Pty Ltd	This project will enable the development of a pool of suitably qualified volunteer drivers who can drive a Medium Rigid class vehicle in Wellington. The Local Aboriginal Land Council has a 22-seater bus but few qualified drivers. This will build the capacity of Wellington locals to deliver transport and volunteer for the community. It will support and strengthen Wiradjuri Wheels and increase the possibility of employment for several local people.	$18,330
Bamara Pty Ltd	This project will enable Aboriginal youth from Dubbo to attend NAIDOC celebrations and cultural activities. Dubbo Hub was awarded a grant to develop engaging NAIDOC events situated near Gilgandra, 60 kilometres from Dubbo.	$3000
Gulgong Public School	This project is to celebrate the success and resilience of school students by taking them to Raging Waters Sydney. The excursion will involve 150 students and 15 staff.	$3125
Brewarrina Shire Council	This will provide transport to children, young people and their families from Brewarrina and neighbouring towns who are experiencing economic, social and emotional vulnerability. These people need access and opportunities to participate in programs, activities and events to be able to contribute to society and connect to their community. This grant will empower children, youth and families to increase participation in community events, programs and activities that aim to ensure all members of the community feel confident to approach services independently.	$35,000
J & B Thompson Pty Ltd T/A Cowra Bus Service	This project will provide transport for Koorawatha, Wattamondara and Noonbinna residents to travel to Cowra and return once a fortnight on pension days. The service would be provided in a 24-seat minibus with seat belts and air conditioning.	$12,500

Organisation	Grant purpose	Amount ($)
J & B Thompson Pty Ltd T/A Cowra Bus Service	This project will provide transport for Woodstock residents to travel to Cowra and return once a fortnight on pension days. The service would be provided in a 24-seat minibus with seat belts and air conditioning.	$11,310
Wagga Aboriginal Women's Group Incorporated	This project will include various cultural connection trips over 2 years for the Wagga Aboriginal community. There are 3 to 4 trips planned per year where people will travel to different Aboriginal communities to reconnect and learn more about culture. Each trip will include cultural and wellbeing components.	$30,000
Eurobodalla Shire Council Community Transport	Survival Day has been a growing event in Bermagui for the past 4 years with many people now attending. This funding will transport Aboriginal people from the surrounding communities by chartered bus.	$990
Yerin Aboriginal Health Services Limited	This project will transport Aboriginal people in the Wyong area to cultural, social and recreational activities. Transport will be provided using a brokered community bus.	$75,000
Yerin Aboriginal Health Services Limited	The Yerin Wrap project aims to bring the community together and support the Wyong community. Yerin has agreed to have their new bus vinyl wrapped in artwork developed through this funding. The vehicle will be commuter bus that will support disadvantaged Aboriginal people in the region.	$10,000
NSW Government – Office of Sport	This project will transport youth from isolated and disadvantaged communities to summer holiday activities.	$28,404
Irrawang High School	An important component for disability support students is community access, this supports students' needs by giving them the social skills to travel on public transport which provides a degree of independence. Each week around 52 students from 5 support classes are accompanied by a teacher and an aide to various places of interest such as museums, art galleries or a fire station. Students also participate in work experience.	$13,520
Port Macquarie Neighbourhood Centre	This project will provide free transport from Wauchope to Port Macquarie for disadvantaged youth from the Camden Haven area. It will provide youth with access to services, and social and recreational activities.	$15,000

Organisation	Grant purpose	Amount ($)
Aboriginal Legal Service (NSW/ACT) Ltd	Maranguka will provide transport to youth at risk, to minimise youth crime and interactions with police. The funding will deliver an early intervention program. It will be an after-hours service that locates youth who are walking the streets of Bourke and takes them to a central youth centre to take part in activities, and have dinner on some nights. The funding will also deliver a cultural program to reconnect the youth of Bourke to culture and create a sense of purpose, build relationships and self-esteem.	$55,000
Bush to Beach Caring for Kids Ltd	Bush to Beach is designed to promote education, confidence and self-esteem. Children from the bush are encouraged to attend school and behave over a year and they are rewarded with a trip to the Northern Beaches of Sydney where they eat great food, make new friends, learn to surf, and learn water safety, basic first aid, CPR and more.	$80,000
Narromine Community Skills Project Inc	This will provide youth in Trangie and Tomingley with access to after school and school holiday programs. It allows youth to become actively involved in the community, re-establish social links and learn about culture. Many non-government and government organisations do not service Trangie or Tomingley, they service Narromine and expect the families to travel the distance. The isolation that youth and their families feel contributes to their disengagement from community and culture. With access to affordable transport through this grants program youth are able to interact, socialise and reconnect to the community.	$25,000
Livebetter Community Services Ltd	This project will transport children to On Country locations, to strengthen their knowledge about Aboriginal culture and access their community. Pre-school children will also be transported to various locations to connect with the community, giving them an opportunity to learn about the environment, heritage and cultural significance of Broken Hill and the surrounding region. The excursions will be set to the school calendar year.	$17,280

Organisation	Grant purpose	Amount ($)
Livebetter Community Services Ltd	This project will assist children to attend preschool by providing them with access to reliable transport. The project will transport children to preschool, which has a transition program to kindergarten and a primary school education. The preschool is funded by council and attendance had been low due to a lack of transport. Attendance increased during a transport trial in 2020 and now the centre has a waiting list.	$82,900
Police Citizens Youth Clubs NSW Ltd	Policy Citizens Youth Clubs (PCYC) Walgett provided an intermittent outreach program to Lightning Ridge for the past 3 years. To establish a more permanent presence in the community, PCYC NSW in partnership with NSW Office for Regional Youth and Mineral Exploration and Geoscience aim to fund the employment of 2 Aboriginal youth workers, program equipment and consumables for a 2-year activity program. This funding will provide transport to support youth participation which will contribute to social, economic and wellbeing outcomes.	$24,400
Police Citizens Youth Clubs NSW Ltd	Nations of Origin is a Police Citizens Youth Club (PCYC) initiative designed to promote reconciliation within the community by engaging Aboriginal and Torres Strait Islander people and people of non-Aboriginal descent through the game of rugby league sevens. Nations of Origin will unite young people across NSW and contribute to them engaging in their communities through a commitment to their team, education and a desire to embrace a new cultural awareness. The Shoalhaven PCYC aims to attend the Nations of Origin tournament and represent Yuin Nations.	$2500
Police Citizens Youth Clubs NSW Ltd – Lake Illawarra	Nations of Origin is a Police Citizens Youth Club (PCYC) initiative designed to promote reconciliation within the community by engaging Aboriginal and Torres Strait Islander people and people of non-Aboriginal descent through the game of rugby league sevens. Nations of Origin will unite young people across NSW and contribute to them engaging in their communities through a commitment to their team, education and a desire to embrace a new cultural awareness. The Lake Illawarra PCYC aims to attend the Nations of Origin tournament and represent Dharawal Wadi Wadi Whales.	$2500

Organisation	Grant purpose	Amount ($)
Linked Community Services	This project aims to improve the use of Linked services by Aboriginal people. Linked wish to engage the community by developing a representative artwork that will become a vinyl wrap for one of their buses. Additionally, promotional material will be produced to meet the needs of individual communities and provide subsidised transport for people trialling their services.	$35,000
Police Citizens Youth Clubs NSW Ltd	Police Citizens Youth Clubs Nations of Origin is a multifaceted sport, cultural, education and leadership program, which culminates around NAIDOC week annually. Teams representing Aboriginal Nations from around NSW come together to participate in netball, rugby league, football fives, basketball and gymnastics tournaments. In 2019, there were over 1400 players and 300 volunteers and support crew who travelled to the Hunter region for the event. This funding will provide transport for 200 young people in teams from Nations in Far West, North West and Central West regions of NSW to participate.	$40,000
Wellington Information and Neighbourhood Services Incorporated	This will deliver a program aimed to give young people access to life-changing experiences. It will enable young people to connect with culture, sporting and social activities outside the Wellington area. Wellington is a very disadvantaged community and access to events to broaden horizons is not always possible. Enabling access to cultural camps and mentoring will engage young people in community and will have a long lasting impact.	$30,000
Police Citizens Youth Club – Wagga Wagga	Nations of Origin is a multifaceted sport, cultural, education and leadership program, which culminates around NAIDOC week annually. Teams representing the Wiradjuri people will join young people from other Nations to complete in 5 sports tournaments in the Hunter region. This funding will provide transport for 2 rugby league teams, 2 basketball teams, one netball team and approximately 20 Police Citizens Youth Clubs cadets.	$4400

Organisation	Grant purpose	Amount ($)
Police Citizens Youth Club – Far South Coast	Nations of Origin is a multifaceted sport, cultural, education and leadership program, which culminates around NAIDOC week annually. more than 1400 Indigenous and non-Indigenous young people from across NSW participate in the multifaceted program. This funding will provide transport to the event in the Hunter region for a male and female rugby league team, comprising 24 players, who will be representing the Yuin Nation from the Far South Coast.	$6291
Livebetter Community Services Ltd	The project will allow the community to access Wellington Information and Neighbourhood Services (WINS) for a range of services. WINS is a support and assistance centre in Wellington that offers programs to individuals and groups. Due to the disadvantage of their clients, the cost of transport is a barrier to participation. This project will measure the take up of transport if the barrier of cost is removed. The project is aimed at WINS clients in Wellington and for the community of Nanima.	$20,800
Police Citizens Youth Club – Queanbeyan	Nations of Origin is a multifaceted sport, cultural, education and leadership program, which culminates around NAIDOC week annually. The program has 4 main components: reconciliation, education, cultural identity and sport. More than 1400 Indigenous and non-Indigenous young people from across NSW participate. This funding will provide transport to the event and food for the 3 days for a male and female rugby league team, comprising 24 players, who will be representing their Aboriginal Nation from the Ngambri in the Queanbeyan area.	$4077

Transport for NSW administered community grants

Transport works with many organisations administering grants. These organisations, the programs and the funding received during 2020–21 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, frail, aged people and their carers.

- Transport for NSW, on behalf of the NSW Government, delivers the Community Transport Program that provides public passenger services to people who do not have access to public or private transport because of location, time of travel, ability or affordability.

- Transport for NSW performs the contract management of non-government organisations 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.

Table 17: Community grants administered by Transport for NSW

Organisation	Program	Funding ($)
Access Sydney Community Transport Ltd	Commonwealth Home Support Program	3,783,925
	Community Transport Program	300,349
	Non-government organisations health grants	49,280
	Total	**4,133,554**
Activus Transport Inc.	Commonwealth Home Support Program	2,064,446
	Community Transport Program	68,913
	Non-government organisations health grants	26,840
	Total	**2,160,199**
ADSSI Limited	Commonwealth Home Support Program	891,709
	Community Transport Program	159,758
	Total	**1,051,467**
Australian Unity Home Care Services Pty Ltd	Commonwealth Home Support Program	1,836,008
	Community Transport Program	852,035
	Non-government organisations health grants	51,589
	Total	**2,739,632**

Organisation	Program	Funding ($)
Awabakal Ltd	Commonwealth Home Support Program	272,921
	Community Transport Program	51,733
	Total	**324,654**
Bankstown Canterbury Community Transport Inc.	Commonwealth Home Support Program	2,636,174
	Community Transport Program	124,956
	Non-government organisations health grants	25,520
	Total	**2,786,650**
Bathurst Community Transport Group Inc.	Commonwealth Home Support Program	458,893
	Community Transport Program	152,406
	Total	**611,299**
Blue Mountains Aboriginal Culture and Resource Centre	Commonwealth Home Support Program	78,265
	Community Transport Program	25,245
	Total	**103,510**
Bungree Aboriginal Association Ltd	Commonwealth Home Support Program	194,124
	Community Transport Program	50,883
	Total	**245,006**
Care 'N' Go Inc.	Commonwealth Home Support Program	2,047,218
	Community Transport Program	312,904
	Non-government organisations health grants	32,010
	Total	**2,392,132**
Coast and Country Community Services Ltd	Commonwealth Home Support Program	2,063,103
	Community Transport Program	590,020
	Total	**2,653,123**

Organisation	Program	Funding ($)
Community Connect Transport Services	Commonwealth Home Support Program	1,244,739
	Community Transport Program	85,509
	Total	**1,330,248**
Community Transport Central Coast Ltd	Commonwealth Home Support Program	4,025,585
	Community Transport Program	177,185
	Non-government organisations health grants	53,129
	Total	**4,255,900**
Community Transport Warren Inc.	Commonwealth Home Support Program	136,461
	Community Transport Program	80,588
	Total	**217,049**
Community Wheels Inc.	Commonwealth Home Support Program	2,314,231
	Community Transport Program	354,208
	Total	**2,668,438**
Connect Inner West Community Transport Group Inc.	Commonwealth Home Support Program	1,531,197
	Community Transport Program	139,047
	Total	**1,670,243**
Connect You Too Ltd	Commonwealth Home Support Program	1,564,272
	Community Transport Program	184,736
	Non-government organisations health grants	82,829
	Total	**1,831,838**
Dungog and District Neighbourcare Inc.	Commonwealth Home Support Program	149,706
	Community Transport Program	22,035
	Total	**171,741**

Organisation	Program	Funding ($)
Easylink Community Services Ltd	Commonwealth Home Support Program	1,411,722
	Community Transport Program	229,038
	Total	**1,640,760**
Gandangara Transport Services Ltd	Commonwealth Home Support Program	551,349
	Community Transport Program	196,452
	Total	**747,801**
Great Community Transport Inc.	Commonwealth Home Support Program	3,404,454
	Community Transport Program	384,673
	Non-government organisations health grants	168,519
	Total	**3,957,646**
Holdsworth Street Community Centre	Commonwealth Home Support Program	528,161
	Community Transport Program	92,927
	Non-government organisations health grants	32,559
	Total	**653,648**
Home Assistance and Regional Transport Services Inc.	Commonwealth Home Support Program	1,661,942
	Community Transport Program	309,560
	Non-government organisations health grants	49,940
	Total	**2,021,441**
Hornsby Ku-ring-gai Community Aged/Disabled Transport Service Inc.	Commonwealth Home Support Program	1,782,877
	Community Transport Program	28,378
	Non-government organisations health grants	22,991
	Total	**1,834,245**

Organisation	Program	Funding ($)
Intereach Ltd	Commonwealth Home Support Program	643,278
	Community Transport Program	230,315
	Total	**873,593**
Inverell HACC Services Inc.	Commonwealth Home Support Program	590,447
	Community Transport Program	84,820
	Non-government organisations health grants	21,011
	Total	**696,277**
Kirinari Community Services Ltd	Commonwealth Home Support Program	574,586
	Community Transport Program	124,496
	Total	**699,082**
Lake Cargelligo & District Care For Aged Association Inc.	Commonwealth Home Support Program	187,134
	Community Transport Program	77,196
	Non-government organisations health grants	10,449
	Total	**274,779**
Linked Community Services Ltd	Commonwealth Home Support Program	3,043,314
	Community Transport Program	302,733
	Non-government organisations health grants	32,340
	Total	**3,378,387**
Livebetter Services Ltd	Commonwealth Home Support Program	2,644,469
	Community Transport Program	1,020,071
	Total	**3,664,540**
Meeting House Inc.	Commonwealth Home Support Program	73,222
	Total	**73,222**

Organisation	Program	Funding ($)
Mercy Services	Commonwealth Home Support Program	2,557,393
	Community Transport Program	177,145
	Total	**2,734,538**
Moree Aged and Disability Services Inc.	Commonwealth Home Support Program	322,256
	Community Transport Program	125,847
	Total	**448,103**
Murrumburrah-Harden Flexible Care Services Inc.	Commonwealth Home Support Program	52,696
	Community Transport Program	61,774
	Total	**114,469**
Neighbourhood Central Ltd	Commonwealth Home Support Program	768,814
	Community Transport Program	266,939
	Non-government organisations health grants	34,870
	Total	**1,070,623**
New England Sector Support Team	Commonwealth Home Support Program	158,400
	Total	**158,400**
Northern Coalfields Community Care Association (Transport) Ltd	Commonwealth Home Support Program	746,488
	Community Transport Program	287,064
	Total	**1,033,551**
Northern Illawarra Neighbour Aid Inc.	Commonwealth Home Support Program	118,320
	Community Transport Program	50,507
	Total	**168,827**
Northside Community Forum Ltd	Commonwealth Home Support Program	209,152
	Community Transport Program	111,175
	Total	**320,327**

Organisation	Program	Funding ($)
Ourcare Services Ltd	Commonwealth Home Support Program	375,749
	Community Transport Program	51,767
	Non-government organisations health grants	24,749
	Total	**452,266**
Oxley Community Transport Service Inc.	Commonwealth Home Support Program	1,017,310
	Community Transport Program	265,011
	Total	**1,282,321**
Peppercorn Services Inc.	Commonwealth Home Support Program	566,704
	Community Transport Program	256,592
	Non-government organisations health grants	31,461
	Total	**854,756**
Randwick Waverley Community Transport Group Ltd	Commonwealth Home Support Program	1,860,223
	Community Transport Program	59,122
	Total	**1,919,345**
Rylstone District Care and Transport Inc.	Commonwealth Home Support Program	122,746
	Community Transport Program	24,408
	Total	**147,154**
Social Futures Ltd	Community Transport Program	121,166
	Total	**121,166**
South Eastern Community Connect Inc.	Commonwealth Home Support Program	490,201
	Community Transport Program	6,371
	Total	**496,572**

Organisation	Program	Funding ($)
South West Community Transport Ltd	Commonwealth Home Support Program	4,086,785
	Community Transport Program	210,593
	Total	**4,297,378**
Southern Highlands Community Transport Inc.	Commonwealth Home Support Program	1,128,131
	Community Transport Program	131,788
	Total	**1,259,919**
St George Community Transport Ltd	Commonwealth Home Support Program	2,219,984
	Community Transport Program	129,509
	Total	**2,349,492**
Stryder Inc.	Commonwealth Home Support Program	1,056,966
	Community Transport Program	24,958
	Non-government organisations health grants	45,870
	Total	**1,127,794**
The Community Transport Company Ltd	Commonwealth Home Support Program	2,137,465
	Community Transport Program	351,758
	Total	**2,489,223**
Transcare Hunter Ltd	Commonwealth Home Support Program	468,711
	Community Transport Program	277,558
	Non-government organisations health grants	10,451
	Total	**756,719**

Organisation	Program	Funding ($)
Tweed Byron and Ballina Community Transport Inc.	Commonwealth Home Support Program	2,465,075
	Community Transport Program	257,291
	Non-government organisations health grants	45,431
	Total	**2,767,796**
Valmar Support Services Ltd	Commonwealth Home Support Program	1,633,576
	Community Transport Program	571,486
	Total	**2,205,062**
Wee Waa Community Care Service Inc.	Commonwealth Home Support Program	361,438
	Community Transport Program	159,268
	Non-government organisations health grants	36,740
	Total	**557,446**
Western Sydney Community Forum Inc.	Commonwealth Home Support Program	285,615
	Total	**285,615**
Grand Total		**81,280,964**

The Country Passenger Transport Infrastructure Grants Scheme 2019–21 (not included in Table 17) provided $2.168 million in grants for 509 projects to improve passenger transport infrastructure in rural, regional and remote communities in NSW.

In addition Transport provided over $145,000 under Special Infrastructure Projects to fund bespoke projects for student safety. The subsidies represent Transport's financial contribution towards improving the accessibility and quality of kerbside passenger transport infrastructure in regional NSW.

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 projects within their communities.

Table 18: Community Road Safety Grants

Organisation	Project name	Project status	Amount funded
Auburn Youth Centre	Why get a fine when your life's on the line	In progress	$4995
Australian Foundation for Disability	Let's be wise so we can save lives	In progress	$4900
Bribbaree Showground Land Manager	Road safety for stock trucks	In progress	$5000
Byron Youth Service Incorporated	reVERSE	Extension: 30 November 2021	$5000
Clontarf Foundation	Helping teenage Aboriginal men in NSW to grow into safe and confident drivers	Extension: 30 November 2021	$30,000
Creating Chances	Creating Chances and Driving Solutions Safe Driver Program	In progress	$22,150
Cultural Diversity Network Incorporated	Road Safety for Rohingya People	Completed	$4440
Dandelion Support Network Incorporated	Ensuring babies and children from disadvantaged families are travelling safely	In progress	$3000
Georgina Josephine Foundation	Keeping kids safe around vehicles – 2SM radio awareness program	In progress	$15,000
Georgina Josephine Foundation	Keeping kids safe around vehicles – SCA radio awareness program	In progress	$15,000
Gymea Community Aid & Information Service	Learner Driver Mentor Program	In progress	$28,550
Illawarra Multicultural Services Incorporated	Drive works	In progress	$22,000
Kidsafe New South Wales Incorporated	A community guide to kidsafe roads: virtual sessions for vulnerable road users	Extension: 31 December 2021	$21,500
Kurri Kurri Community Services	Cessnock Youth Driver Program	Extension: 31 December 2021	$30,000
Metro Assist Limited	New driver road safety education for migrant youth and women	In progress	$27,500

Organisation	Project name	Project status	Amount funded
The Milparinka Heritage and Tourism Association Incorporated	Corner Country outback NSW 'Be safe on our roads' guide and video	In progress	$33,000
Mudyala Aboriginal Corporation	Lower Clarence play n yarn family support	In progress	$4404
Multicultural Council of Wagga Wagga	Steering to Safety – road safety program for diverse communities	In progress	$5000
Rotary Club of Pambula Incorporated	L2P safety focus for vulnerable rural youth	In progress	$4900
Skillz4me Incorporated	Pedestrian road safety for people with disability	In progress	$4400
The Flagstaff Group	Smart and safe	In progress	$29,900
The Smith Family	Girls at the centre – Road Safety	In progress	$4200
Wananchi Newcastle Incorporated	New land, new road rules	In progress	$4030
We Care Connect	Buckle up baby	In progress	$4885
Youthsafe	Online training for volunteer driving mentors	In progress	$27,813
Total			**$361,567**

Payments to consultants

NSW Government agencies engage consultants to provide professional advice to inform their decision making. Following a co-designed approach encompassing all NSW Government agencies, the NSW Procurement Board released a standard definition for consultants to be used by all NSW Government agencies. Transport has committed to align the published definition of a consultant across all procurement spending for annual report purposes.

The following tables outline the amounts paid to consultants in 2020–21.

Table 19: Engagements of $50,000 and over

Consultant	Category	Project	2020–21 expenditure	Total actual cost
Adaptovate Pty Ltd	Management services	Strategic advisory services	$130,125	$130,125
Adscensio Pty Ltd	Management services	BAHS program – external technical advisory	$150,000	$390,000
Advisian Pty Ltd	Management services	Concept design services	$92,000	$92,000
Advisian Pty Ltd	Management services	Environmental impact assessment services	$71,644	$183,292
AECOM Australia Pty Ltd	Management services	Concept design and environmental assessment	$170,192	$170,192
AECOM Australia Pty Ltd	Management services	Traffic modelling services	$168,370	$295,140
Alchimie Pty Ltd	Management services	Newell Highway program alliance coaching	$47,584	$190,176
Arcadis Australia Pacific Pty Ltd	Management services	MR195 microsim modelling services	$347,559	$410,655
Arcadis Australia Pacific Pty Ltd	Management services	Strategic biodiversity investigation	$46,372	$68,045
ARRB Group Ltd	Information technology	IRAP assessment	$246,260	$328,770
ARTD Pty Ltd	Management services	Operational review	$80,634	$115,191
Arup Australia Pty Ltd	Management services	Bus connectivity – corridor preservation advisory services	$410,280	$1,375,728
Arup Pty Limited	Management services	Enhancements to Future Transport 2056 strategy	$103,363	$103,363
Arup Pty Limited	Management services	South Coast boating network planning	$198,025	$198,025
Arup Pty Limited	Management services	Technical advisory services	$72,000	$72,000

Consultant	Category	Project	2020–21 expenditure	Total actual cost
Arup Pty Limited	Management services	Rickard Rd route assessment	$240,649	$577,368
Audit Express Pty Ltd	Management services	Internal audit of TfNSW RTO	$21,600	$105,134
Aurecon Australasia Pty Ltd	Information technology	Road technology strategy	$245,405	$245,405
Aurecon Australasia Pty Ltd	Management services	Technical advisory services	$541,207	$541,207
Aussafe Consulting Pty Ltd	Management services	Asbestos management and health management review	$12,150	$81,940
BAE Systems Applied Intelligence	Management services	Security advisory services	$51,701	$99,867
Baker-Finch, Susan Christine	Management services	Point to point transport review	$184,466	$250,184
Bamser Holdings Pty Ltd	Management services	Constructability advisory services	$549,117	$714,043
Beca Pty Ltd	Management services	SW road design route safety review	$77,520	$77,520
BG&E Pty Limited & Mott Macdonald	Management services	Concept design services	$1,205,214	$1,205,214
Bitzios Consulting	Management services	Traffic modelling and ancillary services for the Homebush Bay Drive / Australia Avenue intersection project	$4,575	$145,706
Bitzios Consulting	Management services	Traffic modelling services	$67,960	$118,695
CBRE Pty Ltd	Finance and accounting/tax	Financial advisory services	$10,000	$207,000
CJC Management Pty. Ltd	Management services	Constructability and program review	$90,548	$90,548
Connell Griffin Pty Limited	Management services	Third party advisory services	$13,325	$68,088
Deloitte Touche Tohmatsu	Organisational review	Transport corporate function review	$1,801,904	$1,801,904
Deloitte Touche Tohmatsu	Finance and accounting/tax	Financial advisory services – bus procurement	$397,795	$397,795
Deloitte Touche Tohmatsu	Management services	Safety regulation assessment	$27,000	$70,750

Consultant	Category	Project	2020–21 expenditure	Total actual cost
Deloitte Touche Tohmatsu	Management services	Audit of consultant partner	$29,228	$50,661
Deloitte Touche Tohmatsu	Management services	RMS internal audit and related services	$18,186	$50,661
Diaxion Pty Ltd	Information technology	Provision of technical and consulting services	$26,400	$76,525
E3 Advisory Pty Ltd	Management services	CEPAC – corridor preservation tranche 2 advisory services	$328,223	$559,202
E3 Advisory Pty Ltd	Management services	Valuation model for the private motorways	$408,000	$408,000
Elton Consulting Group Pty Ltd	Management services	Water based assessment	$55,321	$55,321
Equifax Australasia Credit Ratings	Finance and accounting/tax	Financial assessment services	$215,575	$247,390
Ernst & Young	Management services	Tranche 2 corridor projects – economic and financial appraisal advisory services	$221,289	$221,289
Ernst & Young	Management services	Commercial and strategic advisory services for Western Harbour Tunnel and Beaches Link	$198,467	$1,784,590
Firecone Ventures Pty Ltd	Management services	Audit of new payment mechanism	$143,116	$179,891
GHD Pty Ltd	Management services	Concept design services	$309,145	$309,145
GHD Pty Ltd	Management services	Environmental consultation services	$113,590	$130,750
GHD Pty Ltd	Management services	Slope risk management 2019–2020 advisory services	$41,571	$173,052
GTA Consultants (NSW) Pty Ltd	Management services	Traffic modelling services	$68,208	$68,208
HKA Global Pty Ltd	Management services	M6 specialist advisory services	$408,365	$408,365
Hofmeyr Consulting Pty Ltd	Organisational review	Organisational design services	$81,050	$149,300
Iceni Group Pty Ltd	Management services	Growth bus services program advisory services	$8,142	$68,680

Consultant	Category	Project	2020–21 expenditure	Total actual cost
Iceni Group Pty Ltd	Management services	Preparation of BPIP business case	$124,200	$124,200
ITworx Consulting P/L	Information technology	NSW register road safety auditors – technical advisory services	$172,510	$339,288
Johnstaff Advisory Pty Ltd	Management services	MIDO transition project advisory services	$80,100	$242,573
Kellogg Brown & Root Pty Ltd	Management services	Lower Hunter freight corridor project advisory services	$57,552	$266,006
Kellogg Brown & Root Pty Ltd	Management services	Western Sydney freight line project advisory services	$89,462	$604,094
KPMG	Management services	VSCCS professional development framework advisory services	$32,000	$171,250
KPMG	Organisational review	Organisational design and implementation support	$5,187,285	$7,707,254
KPMG	Management services	SCATS congestion improvement review	$20,755	$65,286
KPMG	Management services	TAHE operational advisory services	$1,008,585	$1,082,217
McKinsey Pacific Rim Inc	Management services	Transport capital portfolio management and strategy advisory services	$520,000	$520,000
Mecone Pty Limited	Management services	Environmental assessment – land use advisory services for WSFL2	$58,414	$303,946
Mecone Pty Limited	Management services	Land use advisory services analysis for EWRL	$18,743	$435,796
Mecone Pty Limited	Management services	Land use advisory services – faster rail program	$9,746	$268,866
Metropolis Advisory Pty Limited	Management services	Risk management services	$23,040	$125,160
Mott MacDonald Australia Pty Ltd	Management services	OSO demand modelling output analysis	$254,155	$254,155

Consultant	Category	Project	2020–21 expenditure	Total actual cost
Mott MacDonald Australia Pty Ltd	Management services	Provision of strategic advisory services	$60,368	$94,883
Mott MacDonald Australia Pty Ltd	Management services	Outer Sydney orbital project services	$62,690	$892,680
MU Group Consulting Pty Ltd	Management services	Preparation of strategic business case	$164,505	$233,905
MU Group Consulting Pty Ltd	Management services	Road action planning	$153,084	$181,120
Navicle Pty Ltd	Information technology	Oracle license review and optimisation	$110,000	$110,000
Newgate Communications P/L	Management services	Property acquisition review	$92,992	$92,992
Nfinity Group Pty Ltd	Information technology	Data and analytics advisory services	$31,250	$187,500
Nine-Squared Pty Ltd	Finance and accounting/tax	Financial modelling services	$51,250	$51,250
Nine-Squared Pty Ltd	Management services	Consultancy services for empty container park	$136,900	$247,458
Nous Group Pty Ltd	Organisational review	Workforce strategy development	$58,960	$58,960
O'Connor Marsden & Associates	Management services	Probity advisor services for country rail network tender	$45,782	$147,280
Partners In Performance	Management services	Strategic targets – portfolio optimisation	$823,900	$823,900
PeNa Consulting Pty Ltd	Management services	Cost management framework advisory services	$44,950	$131,950
Pentelic Advisory Pty Ltd	Management services	Development of transport model	$169,730	$169,730
Pricewaterhouse Coopers	Management services	Digital identity and fraud risk review	$17,916	$89,580
Pricewaterhouse Coopers	Information technology	Customer transport simulator	$350,000	$1,520,000
Pricewaterhouse Coopers	Management services	Business case development	$143,715	$143,715
Rail Planning Services Pty Ltd	Management services	Inland rail – rail planning services	$163,688	$328,313
Rainhill Consulting Pty Ltd	Management services	Strategic advisory and planning services	$143,000	$143,000

Consultant	Category	Project	2020–21 expenditure	Total actual cost
Rhelm Pty Ltd	Management services	Economic analysis services	$14,300	$65,460
RPS Advisory Services Pty Ltd	Management services	Transaction advisory services for Western Harbour Tunnel and Beaches Link	$388,053	$653,928
Sauce Consulting	Information technology	Point to Point (p2p) IT enablement	$892,419	$892,419
SCT Consulting Pty Ltd	Management services	Microsimulation modelling engagement	$105,260	$105,260
SCT Consulting Pty Ltd	Management services	Transport modelling project	$40,740	$78,376
Shoal Engineering Pty Ltd	Management services	Integration framework advisory services	$130,128	$130,128
SMEC Australia Pty Ltd	Management services	Garfield Road East concept design	$275,739	$1,258,398
The Boston Consulting Group Pty Ltd	Management services	High-level functional review	$90,000	$90,000
The Boston Consulting Group Pty Ltd	Management services	Strategic advice on customer initiatives	$1,585,194	$1,585,194
The Peacock Collective Pty Ltd	Management services	Concept of operations development	$50,000	$50,000
Thompson Clarke Shipping Pty Ltd	Management services	Cross jurisdictional review	$92,000	$92,000
Tonkin Consulting Pty Ltd	Management services	Concept and detailed design for Dubbo to Narromine overtaking lanes	$291,399	$451,412
Trupath Pty Ltd	Information technology	ICT advisory services	$277,294	$467,475
Urbis Pty Ltd	Management services	Evaluation of the travel choices station	$181,360	$181,360
Urbis Pty Ltd	Management services	Urban design services	$66,488	$66,488
Valorem Advisory Pty Ltd	Management services	Commercial advisory services	$96,313	$123,769
WSP Australia Pty Limited	Management services	Bus strategy development	$143,762	$143,762
WSP Australia Pty Limited	Management services	Fast rail program strategic review	$87,797	$87,797

Consultant	Category	Project	2020–21 expenditure	Total actual cost
WSP Australia Pty Limited	Management services	Strategic business case and economic appraisal advisory services	$110,998	$110,998
Total			$25,950,886	$40,654,631

Table 20: Engagement/contracts less than $50,000

Total number of engagements	2020–21 expenditure	Total actual cost
64	$1,312,917	$1,623,666

Payment of accounts

During 2020–21, we monitored the payment of accounts closely to ensure that accounts were paid in accordance with NSW Treasury directions. Process improvements across Transport for NSW and related entities were undertaken to further improve on-time payment performance.

Table 21: Outstanding invoices by age at the end of each quarter

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 31 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
Suppliers (exclude credit payment) $ millions					
September	9.19	1.05	0.16	0.01	1.66
December	26.97	2.73	0.40	0.13	0.53
March	19.03	0.66	0.15	0.40	0.47
June	692.91	2.84	0.82	0.41	0.61
Suppliers (credit payments) $ millions					
September	-13.19	-16.69	-22.27	-0.15	-16.39
December	-6.50	-2.08	-0.47	-1.10	-49.00
March	-3.94	-0.02	-0.01	-0.01	-0.36
June	-19.02	-0.49	-0.07	-0.02	-0.17
Small business suppliers (exclude credit payments) $ millions					
September	0.31	0.04	0.00	0.00	0.00
December	0.60	0.22	0.00	0.00	0.09
March	0.15	0.20	0.00	0.00	0.00
June	0.39	0.19	0.00	0.00	0.01
Small business suppliers (credit payments) $ millions					
September	0.00	0.00	0.00	0.00	0.00
December	0.00	0.00	0.00	0.00	0.00
March	0.00	-0.01	0.00	0.00	0.00
June	0.00	-0.04	0.00	0.00	-0.01

Table 22: Accounts paid on time within each quarter

Quarter	September	December	March	June
All suppliers				
Number of accounts due for payment	69,956	65,910	72,550	92,219
Number of accounts paid on time	69,408	65,541	71,951	91,873
Actual percentage of accounts paid on time (based on number of accounts)	99.22%	99.44%	99.17%	99.62%
Dollar amount of accounts due for payment ($ million)	$5,014.79	$5,603.42	$4,443.83	$7,736.27
Dollar amount of accounts paid on time ($ million)	$5,002.80	$5,540.56	$5,540.56	$7,691.55
Actual percentage of accounts paid on time (based on $)	99.76%	98.88%	98.06%	99.42%
Number of payments for interest on overdue accounts	–	–	–	–
Interest paid on overdue accounts ($ million)	–	–	–	–
Small business suppliers				
Number of accounts due for payment to small businesses	2,237	2,619	2,404	3,084
Number of accounts due to small businesses paid on time	2,176	2,600	2,298	3,041
Actual percentage of small business accounts paid on time (based on number of accounts)	97.27%	99.27%	95.59%	98.61%
Dollar amount of accounts due for payment to small businesses ($ million)	$28.15	$28.44	$22.56	$37.96
Dollar amount of accounts due to small businesses paid on time ($ million)	$27.99	$28.19	$21.53	$37.38
Actual percentage of small business accounts paid on time (based on $)	99.41%	99.13%	95.43%	98.48%
Time for payment of accounts				
Number of payments for interest on overdue accounts	–	–	–	–
Interest paid to small businesses on overdue accounts ($ million)*	–	–	–	–

* rounded to zero as amount is less than $1000

Budget

Transport for NSW actively manages the Transport cluster's budget to make NSW a better place to live, work and visit and deliver on the State priorities. These strategic priorities include connecting our customers' whole lives, creating successful places for communities and implementing transport systems and solutions that enable economic activity across NSW.

In the 2020-21 financial year, Transport delivered its largest ever capital works program, spending $14.3 billion on road, public transport and freight infrastructure across NSW. Transport was also within 3 per cent of budget for its highest ever recurrent spend of $15.7 billion.

The 2020–21 financial results have been achieved through Transport-wide strategic planning and governance processes. These have aligned Transport's outcomes, with agile financial management within defined frameworks. We are implementing ongoing efficiency measures while ensuring the effective, efficient and safe delivery of transport services to customers and communities in NSW.

Significant effects (after balance date events)

On 30 June 2021, the consolidated entity entered into new commercial agreements with TAHE which came into effect on 1 July 2021. The agreements provide access and licence rights to TAHE's rolling stock and station assets. The impact of these agreements on future periods is net cash outflows of approximately $11.8 billion over the next 10 years which will be Government funded. The cash outflow relates to licence fees of $6.6 billion which will be recognised as right of use assets and access fees expense of $5.2 billion over the next 10 years.

The COVID-19 pandemic is ongoing and continues to impact the operations of the consolidated entity. While the known impact of the pandemic has been reflected in the financial statements at 30 June 2021 (refer Note 1(l)), the consolidated entity has assessed that there is no material impact on the operating result and the carrying values of assets and liabilities as at 30 June 2021. The on-going pandemic continues to significantly impact revenue and expenses. The financial impact is anticipated to be funded by Government.

In the year ended 30 June 2021, a Corporate Functions Review was announced to design a new integrated corporate function across Transport for NSW, Sydney Trains and NSW Trains. An appropriate provision has been recognised in the consolidated entity for employees taking up voluntary redundancy up to 30 June 2021. Post 30 June 2021 there are employees identified as displaced in the new corporate structure, and management is currently reviewing various placement options for these employees. The financial impact of any resulting voluntary redundancies will be recognised in the year ended 30 June 2022.

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

Exemptions

Under AASB 10 Consolidated Financial Statements, Transport for NSW is exempted from preparing consolidated financial statements on the basis that its controlled entities are included in the Department of Transport's consolidated financial statements.

Implementation of price determination

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

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

- Rural and regional buses

- Private ferries.

On 6 July 2020, a 3-month 50 per cent discount for off-peak travel on bus, train, metro and light rail services was introduced to help manage physical distancing measures and keep staff and customers safe on public transport in response to the COVID-19 pandemic.

After the 3-month period ended, a permanent 30 per cent discount for off-peak travel was introduced on bus and light rail, which was in line with the off-peak discount previously only available on train and metro services.

Other changes were made to Opal fares on 6 July:

- New peak times were introduced

- Weekend day caps were aligned to help spread weekend public transport loads and encourage people to use public transport on Saturdays and Sundays

- Fares for bus and light rail peak journeys between zero and 3 kilometres were increased, to encourage people to walk or cycle for short distances or travel off peak.

All other Opal fares were not increased.

IPART completed its review of fares for public bus services provided by private bus operators in rural and regional NSW in December 2020, determining maximum fares to apply for 5 years from 1 January 2021 to 31 December 2025.

On 1 January 2021, rural and regional bus fares were changed to align with IPART's determination. The maximum fares decreased over all distances – by up to 50 per cent – with the largest reductions for long distance trips. Customers saved up to 30 cents a trip on shorter distance journeys and up to $25 a trip on longer distance trips as a result.

In addition, cheaper and simpler daily tickets were introduced in line with the IPART's determination. This included a $5 daily ticket for short distance trips and a maximum daily fare of $30.

On 1 January 2021, maximum fares for private ferry operators remained at existing levels or increased by between 10 and 50 cents in line with the IPART's determination.

Appendix 19: Land and property 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, if the land is not required for operational purposes, the assets are either transferred to other government agencies for approved functions or divested in accordance with government guidelines.

In 2020–21, a property at Burrows Street, Wolli Creek, was sold to the Planning Ministerial Corporation for $25.3 million. Proceeds will be used to fund ongoing transport projects. There was one more land and property asset disposed of by Transport for NSW with a value greater than $5 million during 2020–21 but it was through an auction and tender process.

No properties were sold to people with a family or business connection to the person responsible for approving the disposal. All documents relating to disposal of properties are available under the *Government Information (Public Access) Act 2009*.

Appendix 20: Overseas travel

No employee overseas travel took place in 2020–21.

Appendix 21: Work health and safety performance

Statement setting out work health and safety performance

There have been improvements in the way safety data is reported across all of Transport, with better alignment and consistency in reporting standards and definitions.

Work has commenced on the establishment of a critical risk framework. Divisional safety risk profiles have been developed, and our top 3 risks are identified as motor vehicle operations, working near traffic, and working near falling or moving objects. The critical risk control standards have been published for all 12 identified critical risks outlining minimum mandatory controls.

High potential critical risk incidents

Over the past 12 months across Transport, contractors and industry partners reported more than 3 times as many high-potential incidents as direct employees did. There is work underway to develop a comprehensive contractor safety management framework, aligned with our delivery models and in consideration of the high volume of work performed by contractors across the

organisation. Transport employees will have a clear and consistent framework for engaging contractors that considers the risk of the work to be performed and the assurance mechanisms required to effectively manage the risks in partnership with the contractor. Through this framework, we will see stronger joint ownership of safety between Transport and third-party service providers throughout the entire lifecycle of the engagement.

Workforce injuries and fatalities

In January 2021, while conducting a vessel lift using a barge-mounted crane, an employee from Australian Wharf and Bridge (AWB) was hit by a falling object from the vessel at the contractor's Rozelle facility, tragically causing fatal injuries. The worker was engaged as a dogman and was assisting in the salvage of a yacht.

The number of lost time injuries reduced across Transport compared with the previous year. A combination of fewer injuries and a reduction in severity of injury and illness, coupled with early intervention have lifted performance.

Prosecutions

SafeWork NSW has discontinued proceedings against Transport for alleged breaches of the Work Health and Safety legislation in connection with the tragic fatality of a council worker at a roadwork site near Walgett in June 2018. Transport commenced a 3-year enforceable undertaking on 4 May 2021.

Table 24: Work health and safety performance

Performance indicator	2020–21
Number of significant incidents in NSW	364
Lost time injury due to workplace-related injuries or illness	384

Appendix 22: Executives and staff remuneration

Our executive

Management as at 30 June 2021

Table 25: Department of Transport

Name	Position	Periods position held	Qualifications
Rob Sharp	Secretary	7 April 2021 – 30 June 2021	Bachelor of Business Member of Chartered Accountants Australia and New Zealand Non-Executive Director; member of the Australian Institute of Company Directors Engineering Executive, Engineers Australia Fellow, Royal Aeronautical Society, London
Peter Regan (Public Service Medal)	Acting Secretary	21 February 2021 – 6 April 2021	Bachelor of Commerce (Accounting and Finance) Member of Chartered Accountants Australia and New Zealand
Rodd Staples	Secretary	1 July 2020 – 20 February 2021	Master of Finance (Business) Bachelor of Engineering (Civil)

Table 26: Transport for NSW

Name	Position	Periods position held	Qualifications
Joost de Kock	Deputy Secretary Customer Strategy and Technology	1 July 2020 – 30 June 2021	Doctor of Philosophy in Electrical and Electronic Engineering Master of Business Administration Bachelor of Engineering (Hons) (Electrical and Information Sciences)
Elizabeth Mildwater	Deputy Secretary Greater Sydney	1 July 2020 – 16 January 2021	Master of Contemporary Asian Analysis Bachelor of Law (Hons) Bachelor of Economics Advanced Management Program, Harvard Business School
Howard Collins OBE	Acting Deputy Secretary Greater Sydney	17 January 2021 – 30 June 2021	Master of Business Administration Fellow Member of the Institute of Directors Fellow of Institute of Civil Engineers
Carol-Anne Nelson	Deputy Secretary Regional and Outer Metropolitan	1 July 2020 – 30 June 2021	Bachelor of Commerce Advanced Management Program, Melbourne Business School Graduate Member of the Australian Institute of Company Directors
Jon Lamonte	Chief Executive Sydney Metro	1 July 2020 – 6 April 2021	Bachelor of Science, Maths and Geology Master of Arts, Defence Studies Doctor of Philosophy, Modern History

Name	Position	Periods position held	Qualifications
Peter Regan (Public Service Medal)	Deputy Secretary Infrastructure and Place	1 July 2020 – 18 February 2021	Bachelor of Commerce (Accounting and Finance)
	Chief Executive Sydney Metro	7 April 2021 – 30 June 2021	Member of Chartered Accountants Australia and New Zealand
Camilla Drover	Deputy Secretary Infrastructure and Place	19 February 2021 – 30 June 2021	Bachelor of Engineering (Civil)
Tara McCarthy	Deputy Secretary Safety Environment and Regulation	1 July 2020 – 30 June 2021	Master of Business Administration
			Graduate Certificate in Management (Public Sector Leadership)
			Diploma of Occupation Health and Safety (Investigations)
			Graduate Member of the Australian Institute of Company Directors
			Fellow of the Institute of Managers and Leaders
Anne Hayes	Deputy Secretary Corporate Services	1 July 2020	Bachelor of Accountancy
			Graduate Member of the Australian Institute of Company Directors
			Member of Institute of Chartered Accountants of Scotland
			Member of Chartered Accountants Australia and New Zealand
Fiona Trussell	Acting Deputy Secretary Corporate Services	2 July 2020 – 30 June 2021	Bachelor of Economics (Accounting)
			Chartered Accountant
			Graduate Member of the Australian Institute of Company Directors

Name	Position	Periods position held	Qualifications
Kirsten Watson	Chief People Officer	1 July 2020 – 30 June 2021	Executive Master Public Administration, Australian and New Zealand School of Government
			Bachelor of Business (Organisational Communication)
			Graduate Certificate of Change Management
Anthony Wing	Point to Point Transport Commissioner	1 July 2020 – 30 June 2021	Master of Business Administration
			Bachelor of Laws (Hons)
			Bachelor of Science (Hons)
Rachel Simpson	Chief of Staff	1 July 2020 – 30 June 2021	Bachelor of Arts
			Bachelor of Laws
			Master of Laws of Criminal Justice
			Graduate Diploma of Public Administration
			Master of Public Policy

Senior executive remuneration Bands 1 to 4

In 2020–21, the percentage of total employee expenditure relating to senior executives was 13 per cent compared with 12 per cent in 2019–20 (inclusive of the Point to Point Transport Commission and the Department of Transport)

Table 27: Number and remuneration of senior executives

Transport Senior Service Level	Female	Male	Total	Average total remuneration package
TSSE Band 4				
2020–21	0	1	1	$599,000
2019–20	0	1	1	$599,000
2018–19	0	1	1	$569, 050
2017–18	0	1	1	$537,145
TSSE Band 3				
2020–21	8	9	17	$500,777
2019–20	7	7	14	$518,995
2018–19	5	3	8	$477,635
2017–18	5	4	9	$475,848
TSSE Band 2				
2020–21	47	52	99	$355,070
2019–20	29	47	76	$360,368
2018–19	15	31	46	$364,407
2017–18	15	50	65	$354,879
TSSE Band 1				
2020–21	218	347	565	$253,079
2019–20	166	292	458	$258,281
2018–19	101	192	293	$254,384
2017–18	116	211	327	$251,036
2020–21 total	**273**	**409**	**682**	-
2019–20 total	**202**	**347**	**549**	-
2018–19 total	**121**	**227**	**348**	-
2017–18 total	**136**	**266**	**402**	-

Employee remuneration

The Transport for NSW headcount (inclusive of the Department of Transport) is 12,150 people, which includes a full-time equivalent (FTE) of 10,928.

The Transport workforce excluding cadets, casuals and contractors/labour hire is presented in the below table alongside data from the previous 2 years.

Table 28: Total employee headcount by salary band

Annual Salary	2017–18 total count			2018–19 total count			2019–20 total count			2020–21 total count		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
<$50,000	0	0	0	0	0	0	601	502	1103	683	548	1231
$50,001 – $75,000	262	181	443	218	151	369	339	1222	1561	292	1177	1469
$75,001 – $100,000	582	339	921	526	312	838	1063	1147	2210	1083	1126	2209
$100,001 – $125,000	450	481	931	405	358	763	859	1148	2007	940	1289	2229
$125,001 – $150,000	326	453	779	426	608	1034	910	1452	2362	772	1109	1881
>$150,000	340	733	1073	326	636	962	555	1173	1728	1019	1837	2856
Total	**1960**	**2187**	**4147**	**1901**	**2065**	**3966**	**4327**	**6644**	**10971**	**4789**	**7086**	**11875**

Appendix 23: Workforce diversity

Representation of workforce diversity groups

Information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements. During 2020–21, steady progress was made towards achieving TfNSW's diversity targets. We continued to implement initiatives to further improve the integrity of employee diversity data and understand our workforce, such as system enhancements for employees to easily self identify and update their diversity data.

Table 29: Representation of workforce diversity groups within TfNSW

Workforce diversity group	Benchmark (by 2025)	2018	2019	2020	2021
Women	50%	47.5%	48.3%	39.5%	40.4%
Women in leadership	40%	31.5%	33.6%	34.3%	37.6%
Aboriginal and Torres Strait Islander people	3.3%	2.0%	1.9%	2.8%	2.7%
People whose first language spoken as a child was not English	23.2%	7.4%	9.7%	6.3%	6.1%
People with disability	5.6%	1.3%	1.3%	1.6%	2.0%
People with disability requiring work-related adjustment	N/A	0.2%	0.1%	0.1%	0.1%

Note 1: TfNSW has committed to reach 40 per cent women in leadership by 2025. The benchmark for the rest of Government is 50%, this 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.

Appendix 24: Workforce relations and policy

Industrial relations policies and practices

We communicate with our people through a variety of channels to ensure they are informed about a broad range of topics and issues. In addition, senior management consult with employees and relevant unions, including the peak union body (Unions NSW), on matters that potentially impact staff, including proposed structural and other changes. The consultative approach we have adopted at Transport accords with the principles contained the NSW Public Sector Workforce Consultative Arrangements Policy 2012 and guidelines. We also comply with all the NSW Government policies, memos and guidelines, including the Agency Change Management Guidelines issued by the Department of Premier and Cabinet in 2011.

Personnel policies and practices

People and Culture procedures align with Transport's values and policies. Work continued on the integration of Roads and Maritime Services and Transport for NSW policies and procedures following the integration of these entities into a single agency on 1 December 2019, and this project was close to completion at the end of June 2021. A number of integrated procedures were also extended to cover the Sydney Metro agency.

Work was completed on policy enhancements to assist employees experiencing domestic and family violence. Also we developed arrangements to support the implementation of the NSW Government's gender neutral paid parental leave policy and new leave arrangements for employees who experience a miscarriage or pre-term birth.

Exceptional movements in wages, salaries or allowances

Salaries, wages and allowances moved in accordance with the NSW Government's wages policy. Employees under the Transport for NSW and Sydney Metro Salaries and Conditions of Employment Award 2019 and employees under the 4 Roads and Maritime Group Awards all received an annual increase of 2.5 per cent from the first full period on or after 1 July 2020.

Participation in industrial action

Nil days were lost due to employee participation in industrial action for 2020–21.

Annual reporting compliance checklist

Requirement	Description	Section
Letter of Submission	• Stating report submitted to Minister for presentation to Parliament • Provisions under which report prepared • If applicable, length of lateness in submitting report and reasons • If no application for extension, reasons for lateness and lack of application • To be signed by Department Head	Letter to the Ministers
Charter	• Manner in which and purpose for which agency was established • Principal legislation administered within department	About us
Aims and objectives	• What department sets out to do • Range of services provided • Clientele/community served	About us Delivering on our outcomes
Access	• Address of principal office/s • Telephone number of principal office/s • Business & service hours	About us Delivering on our outcomes
Management and structure	• Names, offices and qualifications of principal officers • Organisation chart indicating functional responsibilities	Appendix 22: Executive and staff remuneration About us
Summary review of operations	• Narrative summary of significant operations • Financial and other quantitative information for programs or operations	About us: • Key facts • Our assets Delivering on our outcomes Financial overview Appendix 10: Major infrastructure projects
Funds granted to non-government community organisations	• Name of recipient organisation • Amount of grant • Program area as per Budget paper • Program as per Budget paper	Appendix 18: Account payments and grants
Legal Change	• Changes in Acts and subordinate legislation • Significant judicial decisions affecting agency or users of its services	Appendix 8: Legal change
Economic or other factors	• Affecting achievement of operational objectives	Delivering on our outcomes

Requirement	Description	Section
Management and activities	• Describe nature and range of activities • If practicable, qualitative and quantitative performance measures showing efficiency and effectiveness • Nature and extent of internal and external performance reviews conducted and resulting improvements in achievements • Benefits from management and strategy reviews • Management improvement plans and achievements reaching previous targets • Major problems and issues which arose • Major works in progress, cost to date, dates of completion, significant cost overruns or delays / amendments / deferments / cancellations	Delivering on our outcomes Appendix 10: Major infrastructure projects Appendix 13: Audit and risk management
Research and development	• Completed and continuing research and developmental activities including resources allocated • Unless will adversely affect business	Appendix 11: Research and development
Human resources	• Number of officers and employees by category and compared to prior three years • Exceptional movements in wages, salaries or allowances • Personnel policies and practices • Industrial relations policies and practices	Appendix 22: Executives and staff remuneration Appendix 24: Workforce relations and policy
Consultants	Consultants or each engagement costing equal to or greater than $50,000: • Name of consultant • Title of project • Actual costs For engagements costing less than $50,000: • Total number of engagements • Total cost Or a statement that no consultants used	Appendix 18: Account payments and grants
Workforce Diversity	• Departments must report statistics for both the representation and distribution of employees in diversity groups, in the same format as the report provided to each agency by the Public Service Commission • Additionally, Departments must report on the workforce diversity achievements during the reporting year and the key workforce diversity strategies proposed for the following year	Delivering on our outcomes Appendix 23: Workforce diversity
Disability Inclusion Action Plans	• If the Department is required to have a disability inclusion action plan under the Disability Inclusion Act 2014, a statement setting out the progress during the reporting year in implementing that plan	Appendix 2: Disability Inclusion Action Plan

Requirement	Description	Section
Land Disposal	• If value greater than $5,000,000 and not sold by public auction or tender – list of properties – for each case, name of person who acquired the property and proceeds • Details of family or business association between purchaser and person responsible for approving disposal • Reasons for the disposal • Purpose/s for which proceeds were used • Statement that access to documents relating to the disposal can be obtained under the Government Information (Public Access) Act 2009	Appendix 19: Land and property disposal
Promotion	• Overseas visits by employees and officers with main purposes highlighted	Appendix 20: Overseas travel
Consumer Response	• Extent and main features of complaints • Services improved/changed in response to complaints/suggestions	Appendix 1: Customer complaints and feedback
Payment of Accounts	• Details of performance in paying accounts for each quarter, from due dates: – Current, 0-30, 30-60, 60-90 and 90+ $ amounts – Target %, actual % and $ for on time – Total dollar amount paid in quarter – (Can use proper sampling techniques) • Details of accounts due or paid within each quarter – A schedule of the number and dollar amount of accounts / invoices due or paid within each quarter of the financial year as follows, separately disclosed for all suppliers and small business suppliers: – Number of accounts due for payment – Number of accounts paid on time • Actual percentage of accounts paid on time (based on number of accounts) • Dollar amount of accounts due for payment – Dollar amount of accounts paid on time • Actual percentage of accounts paid on time (based on dollar amount of accounts) – Number of payments for interest on overdue accounts – Interest paid on late accounts • Commentary on problems affecting prompt processing of payments during the year and on initiatives implemented to improve payment performance	Appendix 18: Account payments and grants

Requirement	Description	Section
Time for Payment of Accounts	• Where interest was paid due to late payments, list of instances and reasons for delay which caused late payment	Appendix 18: Account payments and grants
Risk management and insurance activities	• Report on the risk management & insurance arrangements and activities affecting the agency	Appendix 13: Audit and risk management
Internal audit and risk management policy attestation	Department heads must: • attest to compliance with the TPP's 'core requirements' in an attestation statement based on the relevant template at Annexure C of the TPP, and • ensure that this Statement is published in the Department's Annual Report, adjacent to the requirement to disclose 'risk management and insurance activities'	Appendix 13: Audit and Risk Management
Disclosure of Controlled Entities	For each controlled entity: • Name, objectives, operations, activities • Performance targets and actual performance measures	Appendix 6: Disclosure of controlled entities and subsidiaries
Disclosure of Subsidiaries	For each public sector subsidiary, the parent must: • Identify each subsidiary in which shares are held, and the number and % of shares held • Include key figures for each subsidiary (turnover, profit, assets) and their proportion to group totals • Include detailed statement of objectives, activities and operations of each subsidiary, performance targets and measures and accounts; and • Include description of nature and extent of involvement in any other companies, joint ventures, partnerships, trusts or other such associations (whether or not incorporated)	Appendix 6: Disclosure of controlled entities and subsidiaries
Multicultural Policies and Services Program	• Statement setting out the key multicultural strategies proposed for the following year • Progress in implementing the Department's multicultural policies and service plan • Information as to the multicultural policies and services plans of any bodies reporting to the Department	Appendix 3: Multicultural policies and services
Agreement with Multicultural NSW	• Description of any agreement entered into with Multicultural NSW under the Multicultural NSW Act 2000 and statement setting out progress in implementing any agreement	Appendix 3: Multicultural policies and services
Work Health and Safety (WHS)	• Statement setting out WHS performance • Details of injuries and prosecutions under the Work Health and Safety Act 2011	Appendix 21: Work health and safety performance

Requirement	Description	Section
Financial Statements	• Inclusion of Financial Statements • Controlled Entities' Financial statements • Audit Opinion on Financial Statements • Response to significant issues raised by Auditor-General	Volume 2 (Audited Financial Statements)
Identification of audited financial statement	• At start and finish	About this report (Vol 1) Audited Financial Statements (Vol 2)
Inclusion of unaudited financial statement	• Unaudited financial information to be distinguished by note or otherwise	Audited Financial Statements (Vol 2)
Additional matters for inclusion in annual reports	• Statement of the action taken by the Department in complying with the requirements of the Privacy and Personal Information Protection Act 1998 (PPIPA) and statistical details of any review conducted by or on behalf of the Department under Part 5 of the PPIPA. • After balance date events having a significant effect in succeeding year on: – Financial operations – Other operations – Clientele/community served • Total external costs (such as fees for consultants and printing costs) incurred in the production of the report. • The website at which the report may be accessed (or the Department's website)	Appendix 5: Privacy Management Plan Appendix 18: Account payments and grants Inside front cover
Numbers and remuneration of senior executives	• Number of senior executives employed at the end of the reporting year broken down by band and then gender within each band, compared with the numbers at the end of the previous reporting year • Average total remuneration package of senior executives in each band at the end of the reporting year, compared with the average at the end of the previous reporting year • The percentage of total employee-related expenditure in the • reporting year that relates to senior executives, compared with the percentage at the end of the previous reporting year	Appendix 5: Privacy Management Plan Appendix 22: Executives and staff remuneration
Implementation of Price Determination	If agency subject to determination or recommendation of Tribunal then: • Statement that it was implemented and details of implementation; or • Reasons for not being implemented	Appendix 18: Account payment and grants

Requirement	Description	Section
Government Information (Public Access) Act 2009	• Details of the agency's review under s7(3) of the Act during the year and details of any information made publicly available as a result of the review • Total number of access applications received during the year (including withdrawn applications but not including invalid applications) • Total number of access applications received that agency refused, either wholly or in part, because the application was for disclosure of information for which there is conclusive presumption of overriding public interest against disclosure • Statistical information as described in Sch 2 • Each agency referred to in Sch 3 of the Regulation (subsidiary agency) is declared to be part of and included in the parent agency specified in Sch 3	Appendix 4: Access to government information
Cyber Security Policy (CSP) attestation	Department heads must include an annual report attestation statement addressing the following: • the Agency has assessed its cyber security risks • cyber security is appropriately addressed at Agency governance forums • the Agency has a cyber incident response plan, it is integrated with the security components of business continuity arrangements, and has been tested over the previous 12 months (involving senior business executives), and • certification of the Agency's Information Security Management System (ISMS) is in place or an alternative independent review or audit has been undertaken	Appendix 14: NSW cyber security policy attestation statement

Requirement	Description	Section

Public Interest Disclosures (PID)	Separately report on:
	• PIDs made by public officials in performing their day to day functions as public officials
	• PIDs not covered above that are made under a statutory or other legal obligation
	• All other PIDs. For each PID, a public authority should disclose the following information:
	• Number of public officials who have made a PID to the public authority
	• Number of PIDs received by the public authority in total and the number of PIDs received by the public authority relating to each of the following:
	  – corrupt conduct
	  – maladministration
	  – serious and substantial waste of public or local government money
	  – government information contraventions
	  – local government pecuniary interest contraventions
	• Number of PIDs finalised
	• Whether the public authority has a PID policy in place
	• Actions taken to ensure staff awareness responsibilities under s6E(1)(b) of the PIDA have been met
		Appendix 17: Public interest disclosures