OFFICIAL: Sensitive – NSW Government

Briefing: Secretary FOR INFORMATION

Post travel report: Howard Collins, Chief Operations Officer, Travel to Berlin – London – Birmingham September 2022



Transport for NSW

Purpose: To report to the Secretary on Mr Collins' recent overseas travel to Berlin, London and Birmingham during September 2022 to participate and present at the Australian British Chamber of Commerce (ABCC) Infrastructure Catalyst (Catalyst) conference, attendance at InnoTrans Conference in Berlin and associated meetings and site visits.

Analysis: The ABCC has fostered strong engagement between the United Kingdom (UK) and Australian transport firms since 2010. Mr Collins was invited to participate and present on NSW's COVID-19 recovery, strategy on net zero future and share Transport's infrastructure pipeline to senior leaders across the globe. He presented to the London Transport Museum on NSW Transport Heritage and an information exchange took place regarding the successful "Hidden London" program. Mr Collins is assisting with the equivalent program for "Hidden Sydney".

Mr Collins also supported the Australian delegation at the InnoTrans Conference in Berlin, in his capacity as Director of the Australasian Railway Association (ARA).

Summary:

The Catalyst event was co-sponsored by Transport NSW, Sydney Metro, and Investment NSW.

Mr Collins presented on NSW's COVID Response and Recovery, participated on a panel to share NSW's Net Zero Future strategy, and joined the NSW delegation to present on NSW's infrastructure pipeline, targeting individuals and companies interested in working in Australia. Conference program – Attachment A).

The timing for the Catalyst coincided with the biennial InnoTrans Conference in Berlin. InnoTrans is the world's largest trade fair focussed on the rail transport industry. Mr Collins, in his capacity as Director, Australasian Railway Association, attended to support the Australian delegation at InnoTrans. This year InnoTrans saw over 130,000 international visitors and over 130 countries and is recognised as the leading forum and driving force of the international railway industry for products and services.

Mr Collins also travelled to Birmingham to meet with the Chief Executive of the West Midlands Combined Authority, to discuss the support and information sharing of the modification and enhancement program for the Urbos 3 Light Rail vehicles.

Benefits of travel to the Transport Cluster include:

- Fostering and strengthening links with ABCC membership.
- Understanding lessons learnt managing COVID-19 from international transport agencies, the global response and sharing NSW's approach to recovery and revitalisation.
- Showcasing NSW Government as an employer of choice in a resource constrained environment, to help secure the skilled workforce needed to deliver the State's \$112.7 billion infrastructure pipeline.
- Strengthening networks and relationships with international suppliers and manufacturers.
- Opportunities to meet with public and private sector leaders and attend site visits on major UK projects and understanding project challenges and lessons learnt.
- Information exchange on Transport Heritage programs and events.

Key Learnings and Outcomes

InnoTrans

- Opportunity to see and hear about new technology and progress with global signalling systems.
- Viewed new rollingstock and use of Hydrogen Mobility as a service and use of data.
- New Innovations on EV vehicles.
- Supporting Australian delegates to connect with global partners.

COVID-19 NSW Response

- The Catalyst session on COVID-19 response demonstrated that there was a common theme in how public transport was affected and managed during the height of the pandemic.
- Like NSW, UK saw a sharp decline in patronage and continues to see the effects of changes in travel behaviours.
- Co-presented with the Commissioner, Transport for London and Managing Director and CEO of Network Rail on response and recovery.

Site Visits

- Meeting with Chief Executive, West Midlands Combined Authority
- Transport for London representatives to travel on the new opened Elizabeth Line
- Station visits with MTR Managing Director
- Co-hosted site tour of Transport for London Control Centre

Hidden London Tour of Shepherd's Bush and Meeting with London Transport Museum Executive

Following Mr Collins' presentation to the London Transport Museum of NSW Heritage, a site tour was arranged of the London Transport Museum "Hidden London" program. Post visit meeting to share Sydney's proposal for a similar program.

Complement recruitment activities to attract specialist staff

With the NSW infrastructure pipeline now at \$112.7 billion, including \$76.7 billion for transport projects announced in the 2022/23 NSW Budget, it was a critical time to reinvigorate industry links. Sydney Metro is currently recruiting specialist skills to both its projects and operations teams, with a focus on Senior Project Managers, Site Engineers, Project Engineers, and Directors. Anecdotally, it is known that some UK based infrastructure professionals are considering a return to Australia, as they weigh eased COVID–19 restrictions, family and lifestyle factors and the completion of major projects like Crossrail. Together with Mr Regan, Chief Executive, Sydney Metro, Mr Collins as Sydney Metro board member and TfNSW Chief Operating Officer, co-presented the NSW transport and Sydney Metro pipelines at a NSW infrastructure showcase, targeting individuals and companies interested in working in Australia. The Catalyst and side meetings provided a forum to discuss recruitment of skilled labour with peers and Investment for NSW staff, building on ongoing TfNSW work to identify skilled candidates who may be interested in returning to work in NSW.

Communication Strategy

Presentations delivered by Mr Collins are attached and has shared early learnings with the Operations Branch Leadership Team and will present at a future Greater Sydney Leadership Team meeting.

- NSW COVID Response Attachment B
- Net Zero speech points Attachment C
- NSW Infrastructure Pipeline Attachment D

Alignment with Future Transport 2056

With Transport's large number of critical projects to deliver as part of the Future Transport 2056 Strategy outcomes and creating connected cities, and with a program of works worth more than \$60 billion, presentations at ABCC and the Catalyst conference provided a unique opportunity to share plans with global organisations and future potential suppliers and partners. It also provided an opportunity to build on existing NSW Government recruitment campaigns for specialist skills, highlighting NSW / Sydney transport projects and the career paths they offer.

Disclosure Summary

Date	Organisation/Individual	Purpose of Meeting
21/9	Inaki Mendizabel Area Director Construcciones y Auxiliar de Ferrocarriles (CAF)	Discuss progress of delivery of Light Rail vehicles.
29/9	Laura Shoaf Chief Executive, West Midlands Combined Authority	To discuss collaborative effort and support for the LR modifications and enhancements.
30/9	London Control Centre Phil Davies	Tour of Control Centre

30/9	Nigel Holness MTR, Elizabeth Line	Site visit to Canary Wharf, Abbey Wood and Paddington Stations
3/10	Chris Nix, Assistant Director, London Transport Museum	Hidden London's Tour of Shepherd's Bush and post tour meeting

Next steps

Mr Collins has established key networks with global transport organisations and executive leaders and will be able to provide input and expertise to the significant transport projects underway and planned.

Sharing observations Transport for NSW colleagues, and wider industry and peak group stakeholders.

Expense Summary

Breakdown of all costs incurred	Actual Cost	
(All costs associated with travel to Berlin and the InnoTrans Conference will be met by ARA)		
Airfares	-	
Accommodation in London - 4 nights	\$1766.71	
Ground transport	-	
Total	\$1766.71	

Traveller endorsement

Secretary

Howard Collins Chief Operations Officer, Greater Sydney Division	Trudi Mares A/Deputy Secretary, Greater Sydney Division	Rob Sharp Secretary	
EBN approved	EBN approved		Noted
Date:	Date:	Date:	

Attachments

Attachment	Title
А	Australian British Chamber of Commerce's Infrastructure Catalyst program
В	The COVID -19 Response
С	Panel Notes – What is our Net Zero?
D	NSW Transport Infrastructure Pipeline

Australian British Infrastructure Catalyst (ABIC)

What is our Net Zero Future? Howard Collins, Chief Operations Officer Wednesday 28 September 2022, 10:45-11:30am

Facts and figures

Transport's contribution to emissions

- The transport sector accounts for **approximately 20 per cent of NSW greenhouse gas emissions**.
- The Transport cluster contributes around **3 per** cent of total transport emissions in NSW, with more than **90 per cent of cluster emissions from** rail and buses.

<u>Targets</u>

- **NSW Net Zero Plan:** Whole of Government Plan to reach net zero emissions by **2050**.
- Future Transport Strategy (released September 2022): Our strategies to ensure every journey is planet positive and specifically sets actions for Transport for NSW to use more sustainable materials and design out waste.
- **Transport Future Energy Strategy** (released in March 2021): Aims to reduce operational



emissions by around 90 per cent and supports Australia's **Paris Agreement commitment** to reduce emissions **by 43 per cent by 2030 and to have net zero emissions by 2050**.

Sustainability narrative

- Transport's sustainability vision is for a New South Wales where every journey is people and planet positive.
- We're working to make NSW a better place to live, work and visit by connecting people and communities and making journeys more sustainable.
- We're in a key position to make an impact and accelerate progress. We want to be a leader in sustainability and do what we can today to make a difference for generations to come.
- Through the Transport Sustainability Plan and annual reporting on our progress, we're reaffirming our commitment to sustainability and to improving social, economic and environmental outcomes for customers and communities.
- Our Sustainability Plan will ensure we are being environmentally and socially responsible in the way we work, embedding economic sustainability in decision making and building a transport

system that is resilient to future shocks and stresses.

Key achievements

Sydney Trains

- As of July 2021, Sydney Trains services achieved 100 per cent net zero emissions from electricity through agreements to power the system with renewable energy until at least the end of 2030 four years ahead of schedule - becoming the **first Australian heavy rail network to do so**.
- Sydney Trains has also committed to reducing other energy consumption by at least 10 per cent by 2025, through solar energy installations, lighting upgrades and improvements in train operations.
- As of July 2021, all NSW TrainLink operated stations and electric rolling stock are powered by renewable energy.

Zero Emission Buses

• We already have **100 electric buses operational**, extending to **200 by 2023** and we have the first trial of hydrogen buses starting on the Central Coast (a region 77km north of Sydney) later this year.

- The transition to Zero Emission Buses is ongoing, with **Greater Sydney set to complete this transition by 2035, outer metropolitan regions by 2040 and regional NSW by 2047**.
- The Government will set aside almost \$2 billion to help the transition process for more than 8000 buses across the state ensuring NSW has a fully transitioned fleet by 2047.
- A fully Zero Emission Bus fleet, powered by renewable energy will generate **environmental and health benefits of approximately \$1-2 billion over 30 years**.
- The Transport bus procurement panel currently includes seven battery electric bus models that our operators can order. More than half of these are either being built or assembled in Australia.

Sydney Metro

• Offsets 100% of its operational electricity – which will continue to grow as more of the Metro network comes on line and we are also assessing zero emission options for our ferries and regional trains.

MONDAY 26 SEPTEMBER

LOCATION - MACQUARIE, ROPEMAKER PLACE, 28 ROPEMAKER ST, LONDON, EC2Y 9HD

- 08:30 Day 1 Registration opens
- 09:00 Welcome: Philip Davies, Chair, Australian British Infrastructure Catalyst
- 09:10 Welcome: Adam Hain, Senior Managing Director; Global Head of Macquarie Capital Infrastructure Advisory, Macquarie Group
- 09:15 Ministerial Keynote Address

09:40 The Covid Response

Keynotes

- Andy Byford, Commissioner, Transport for London
- ▶ Howard Collins OBE, Chief Operations Officer, Transport for New South Wales

Followed by a panel discussion moderated by Tim Reardon, Managing Director - National Transport & Precincts Leader, PwC Australia

10:45 Morning Tea

11:15 Infrastructure Development Objectives in the New Paradigm

- How are we planning our cities differently post-pandemic?
- How do we make our Infrastructure more resilient?

Keynotes

- Prof Greg Clark CBE, Chair, Connected Places Catapult
- James Heath, CEO, National Infrastructure Commission
- Adam Copp, CEO, Infrastructure Australia

Followed by a panel discussion moderated by Michelle De Franca, Managing Director, Public Infrastructure UK, Bechtel

12:30 Lunch

13:30 The Future of Rail in the UK and Australia

Keynotes

- Andrew Haines, CEO, Network Rail
- Prof Andrew McNaughton, Chair, Network Rail High Speed

Followed by a panel discussion moderated by Raelee Meyers, Partner, PwC Australia

14:30 Lessons Learned in delivering Crossrail

Keynote

Mark Wild, Former CEO of Crossrail

Followed by a fireside chat with Frances Badelow, General Manager - Australia, Mott MacDonald

- 15:30 Short Afternoon Tea before departing for site visit
- 15:45 Site Visit: Elizabeth Line at Liverpool Street Station
- 18:00 Catalyst Reception at Australia House

Location: Corner of Aldwych and Strand, London WC2B 4LA

- Please bring photo I.D. with you for security checks
- The Reception will end promptly at 20:00

TUESDAY 27 SEPTEMBER

LOCATION - CONNECTED PLACES CATAPULT, THE URBAN INNOVATION CENTRE, ONE SEKFORDE ST, LONDON, ECIR OBE

09:00 Welcome: Philip Davies, Chair, Australian British Infrastructure Catalyst

09:05 Welcome from Connected Places Catapult

09:10 Contracting for the 21st Century: New models and methods to bring value and collaboration

Keynotes

- Sam Stacey, Challenge Director Transforming Construction, UK Research and Innovation
- **Dale Evans,** Partner, Avista Strategy; Chair, Project 13
- **Tresna Tunbridge,** Managing Director Asia Pacific, Bechtel Enterprises
- Simon Chatwin, Executive Director of Productivity Transformation Europe, Laing O'Rourke

Followed by a panel discussion moderated by Prof Denise Bower OBE, Executive Director, Mott MacDonald

10:40 Morning Tea

11:10 Government Objectives in Realising Value

How can we ensure that Government procures effectively, ensuring the innovation and productivity of the project and the long term outcomes that may be beyond traditional financing cycles?

Keynotes

- Sir Peter Hendy CBE, Chair, Network Rail
- Peter Regan, CEO, Sydney Metro
- David Webster, CEO, Infrastructure and Commercial Advisory Office, The Treasury, Australia

Followed by a panel discussion moderated by Amelia East, Partner, Head of Advisory Asia Pacific, HKA

Panel

- Sir Peter Hendy CBE, Chair, Network Rail
- Peter Regan, CEO, Sydney Metro
- **David Webster,** CEO, Infrastructure and Commercial Advisory Office, The Treasury, Australia
- Bill Brummitt, Assistant Secretary, Australian Department of Infrastructure, Transport, Regional Development, Communications and the Arts

12:30 Lunch

13:30 Skills, Talent and Global Mobility - Delivering the Workforce of the Future

- How can we work together as two nations to help our chronic skills shortage?
- How do we develop existing skills?
- ▶ How can we use the UK-AUS FTA to streamline the movement of talent process?

Panel Discussion moderated by Mark Pettigrew, Regional Director Australia, Network Rail Consulting

- James Bunn, UK Chair, The Institution of Engineers Australia
- Derek Frend, Director Systems Integration Network Rail Consulting
- David Johnson, Regional Managing Director, APNA, Mott MacDonald

14:45 Short Afternoon Tea before departing for site visit

- 15:00 Transfer to site visit
- 15:30 Site Visit: The European Train Control System on the East Coast main line at King's Cross Station
- 17.00 End of Day Content

Keynote address - The Restoration of the Palace of Westminster from Mike Brown CBE MVO, Chairman, Restoration and Renewal Delivery Authority; Adviser to Mott MacDonald

NB: Please bring photo I.D. and a copy of your invitation with you for security checks

WEDNESDAY 28 SEPTEMBER

LOCATION - TRANSPORT FOR LONDON, 5 ENDEAVOUR SQUARE, STRATFORD, LONDON, E20 1JN

09:00 Welcome: Philip Davies, Chair, Australian British Infrastructure Catalyst

09:05 What is our Net Zero Future for Engineering and Construction?

Keynotes

- Sam Stacey, Challenge Director Transforming Construction, UK Research and Innovation
- Marianna Southwick, Australian Precincts Lead, Mott MacDonald
- ▶ Glen Rust, R&D Lead for Sustainability, Laing O'Rourke

Followed by a panel discussion moderated by Philip Davies, Chair, Australian British Infrastructure Catalyst

10:15 Morning Tea

10:45 What is our Net Zero Future for Operations?

- **Richard Abel,** Managing Director of UK Climate Investments, Macquarie Group
- **Darren Wise,** Vice President Australia, Bechtel

Followed by a panel discussion moderated by Sam Stacey, Challenge Director - Transforming Construction, UK Research and Innovation

Panel

- Richard Abel, Managing Director of UK Climate Investments, Macquarie Group
- **Darren Wise,** Vice President Australia, Bechtel
- **Howard Collins OBE,** Chief Operations Officer, Transport for New South Wales

11:30 The Future of Mobility

 Active Transport, Electrification, Collaboration and Technology as an enabler of mass and individual transport

Keynotes

- Prof Greg Clark CBE, Chair, Connected Places Catapult
- **Dr Tim Williams,** Global Practice Lead, Cities, Grimshaw

Followed by a panel discussion moderated by Philip Davies, Chair, Australian British Infrastructure Catalyst

12:30 Lunch

13:30 Transport as a driver of Urban Regeneration

Keynotes

- Bek Seeley, Managing Director, Development Europe, Lendlease
- **Stuart Harvey,** Chief Capital Officer, Transport for London
- Peter Regan, Chief Executive, Sydney Metro
- > Paul McKeown, Managing Director, The Euston Partnership

Followed by a panel discussion moderated by Tim Reardon, Managing Director - National Transport & Precincts Leader, PwC Australia

15:00 London 10 years on, Brisbane 10 years to go

Keynotes

- Sir Peter Hendy CBE, Chairman, London Legacy Corporation
- Aaron Broughton, Executive Director, Olympic Infrastructure and Precincts Office, Infrastructure and Regional Strategy, Queensland Department of State Development, Infrastructure, Local Government and Planning
- Suzanne Lopes, VP Major Programmes Cities and Places, Jacobs

Followed by a panel discussion moderated by Emma Thomas, CEO, Sunshine Coast Council

Panel

- Sir Peter Hendy CBE, Chairman, London Legacy Corporation
- Aaron Broughton, Executive Director, Olympic Infrastructure and Precincts Office, Infrastructure and Regional Strategy, Queensland Department of State Development, Infrastructure, Local Government and Planning
- Suzanne Lopes, VP Major Programmes Cities and Places, Jacobs
- Catherine Black, Managing Director Projects and Transactions, Infrastructure and Commercial Advisory Office, The Treasury, Australia
- 16:00 Site Visit: London Olympic Park tour by Routemaster Bus
- 18:00 Buffet Dinner at the top of the ArcelorMittal Orbit

Cities: Imagine the Past and Remember the Future from Dr Tim Williams, Global Practice Lead Cities, Grimshaw

THURSDAY 29 SEPTEMBER - BIRMINGHAM

- 08:43 Train to Birmingham New Street from London Euston
- 10:07 Arrival in Birmingham and walking tour from the West Midlands Growth Company from Station to Pinsent Masons

LOCATION - PINSENT MASONS, 55 COLMORE ROW, BIRMINGHAM B3 2FG

- 11:00 Welcome with tea/coffee
- 11:15 HS2 as a driver for growth
 - ► HS2 as a catalyst for growth in the regions
 - How the supply chain is delivering benefits now

Keynotes followed by a panel discussion

- Andrew Cubitt, Procurement and Supply Chain Director, HS2
- > James Betjemann, Head of Curzon Delivery and Enterprise Zone, Birmingham City Council

12:15 Lunch

13:15 Birmingham 2022 - The Legacy of the Commonwealth Games on the Midlands

Keynotes followed by a panel discussion

- Becky Farr, Development Planning Manager, Birmingham City Council
- **Rob Valentine,** Director, Bruntwood

14:15 Afternoon Tea

14:30 The Levelling Up Agenda, Devolution and Infrastructure

Keynote

Andy Street CBE, West Midlands Mayor

Followed by a fireside chat with Greg Lowson, Partner and Head of Office Birmingham, Pinsent Masons

- 15:45 Delegates depart Pinsent Masons
- 16:50 Train back to London for an evening of free time

FRIDAY 30 SEPTEMBER - LONDON

- LOCATION AUSTRALIA HOUSE, CORNER OF ALDWYCH AND STRAND, LONDON WC2B 4LA N.B. Please bring photo I.D. with you for security access
- 10:00 Welcome from the Australian High Commission
- 10:05 **The Australian Infrastructure Pipeline Showcase** Presentations from each State and the Federal Government on their Infrastructure pipeline and opportunties back home, targeting individuals and companies interested in working in Australia
 - Federal Government Jennifer Stace, Assistant Secretary, Department of Infrastructure, Transport, Regional Development, Communications and the Arts
 - New South Wales Peter Regan, CEO, Sydney Metro Howard Collins OBE, Chief Operations Officer, Transport for NSW
 - Queensland Aaron Broughton, Executive Director, Olympic Infrastructure and Precincts Office, Infrastructure and Regional Strategy, Queensland Department of State Development, Infrastructure, Local Government and Planning
 - Victoria- Julia Mills, Senior Investment Director
 - **South Australia -** Jon Whelan, CEO, SA Department for Infrastructure and Transport
 - Western Australia John Langoulant AO, Western Australia Agent General

12:00 Networking Lunch

13:00 Catalyst Ends

Descriptor

NSW Transport Infrastructure Pipeline



Howard Collins Chief Operations Officer Transport for NSW Peter Regan Chief Executive Sydney Metro September 30th

transport.nsw.gov.au





Acknowledgement of Country

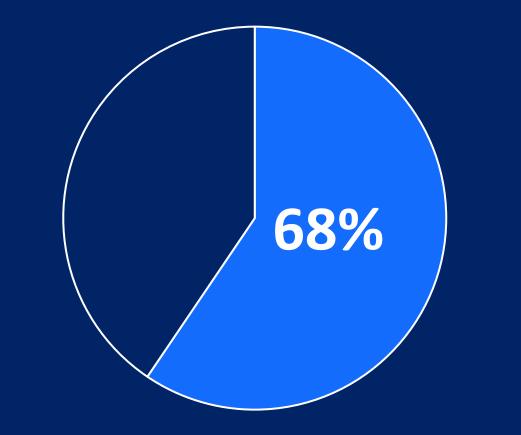
Transport pays respects to Elders past and present, and recognise and celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.



We're making NSW a better place to live, work and visit by connecting communities and making journeys safer, easier and more reliable



Transport and infrastructure cluster percentage of total NSW State infrastructure budget



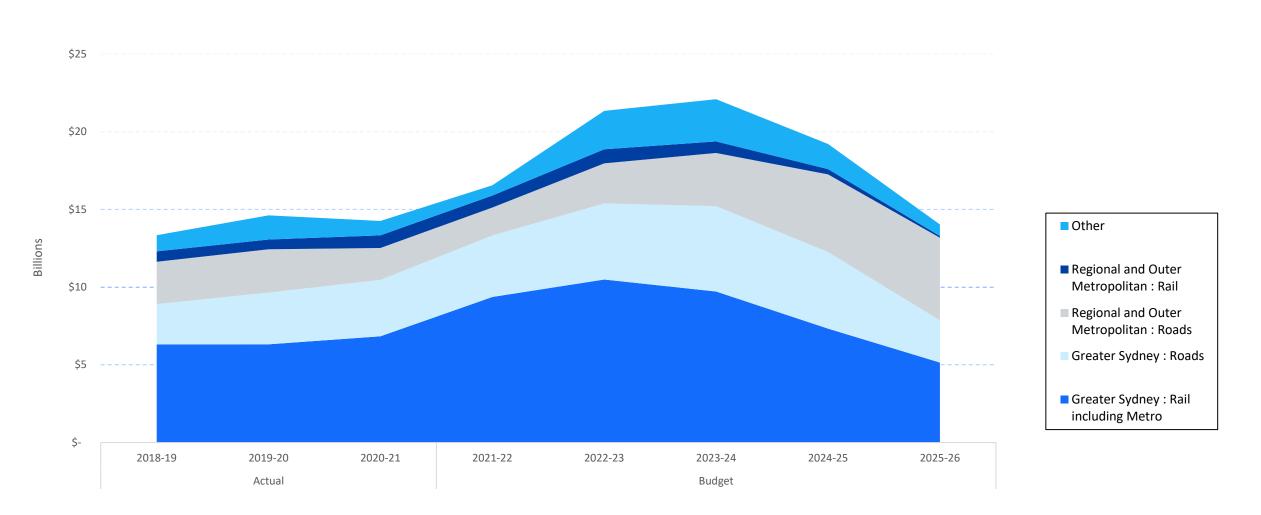
The NSW State budget is investing \$76.7 bn in projects that will revolutionise our transport system and help us realise our vision for the future of NSW

Total: \$112.7 bn Transport: \$76.7 bn

For the full Transport infrastructure pipeline, visit https://caportal.com.au/tfnsw/tiip/pipeline

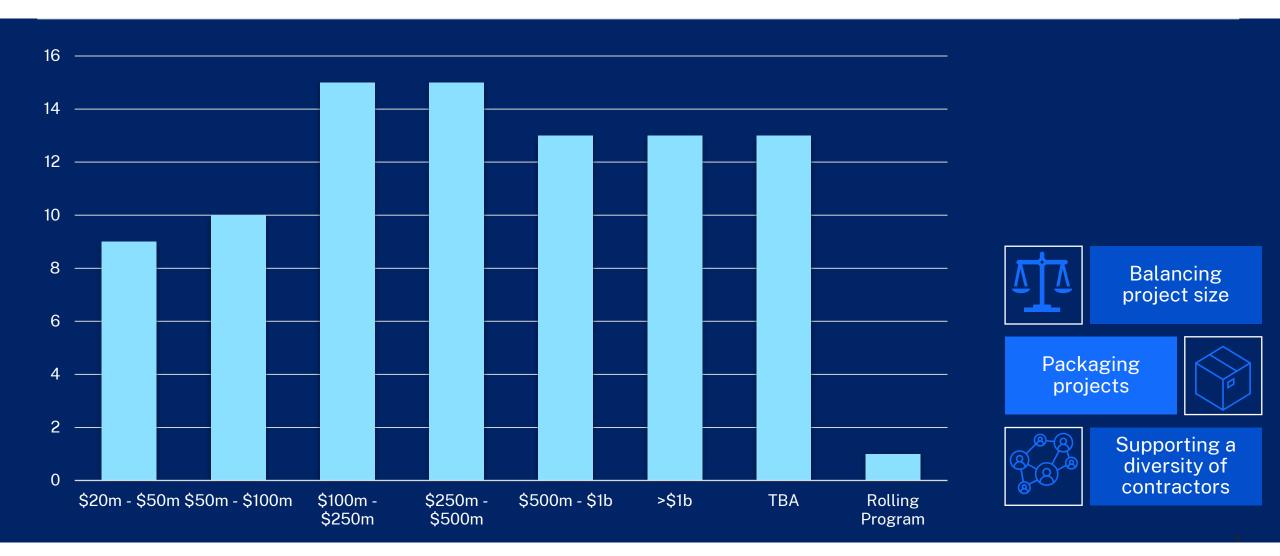
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Growth in regional pipeline reflected in capital spend



OFFICIAL

Reshaping the portfolio



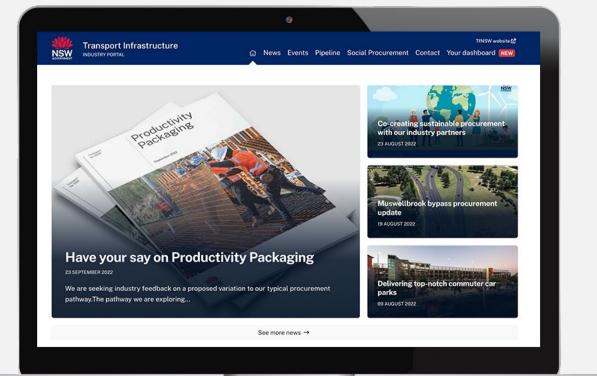
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Working with us: our key priorities



Visit the Transport infrastructure industry portal for the latest news, events and engagement opportunities

https://caportal.com.au/tfnsw/tiip



transport.nsw.gov.au

The Covid Response

Howard Collins Chief Operations Officer, Transport for NSW



September 2022

COVID response and recovery



COVID – response and recovery



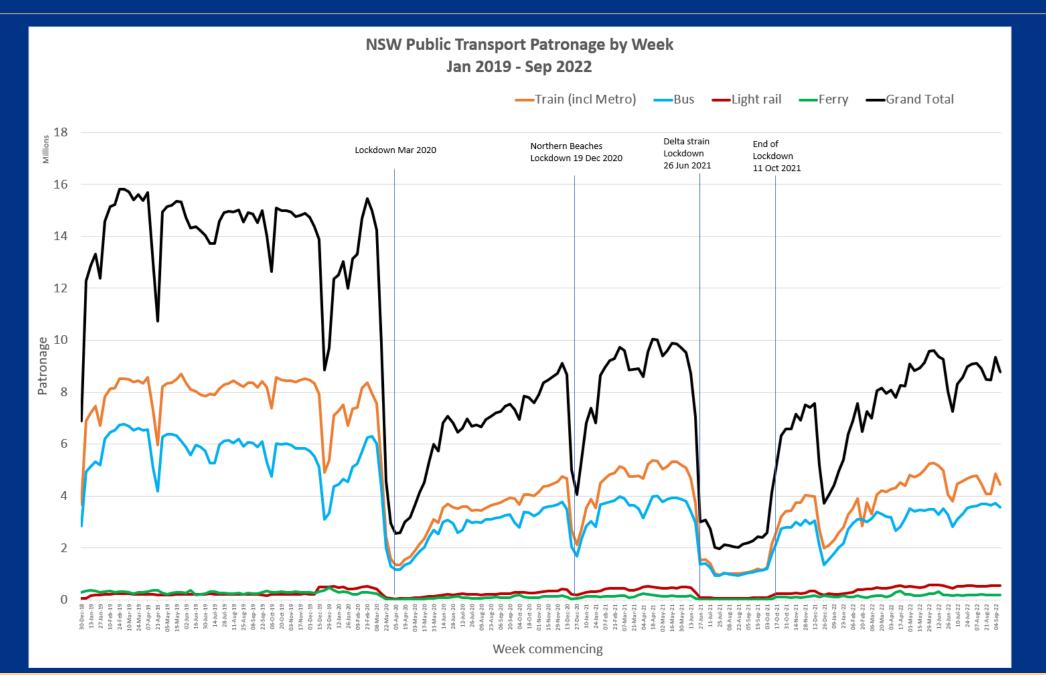
the lockdowns.



capped on all modes), rolled out green dots, increased cleaning and sanitizing.



Today, patronage numbers have **increased to 58 per cent** of pre-pandemic levels, with average weekday public transport patronage sitting at 1.4 million.



Revitalising the Sydney CBD

Revitalising the Sydney CBD



of business turnover attributed to placemaking



increase of cruise ship customers using public transport

cruise ship customers per ship managed through the precinct

Revitalising the Sydney CBD - Pedestrianisation







More than 9000 square metres of new space for walking

New street trees

More seating and lighting



New spaces for outdoor dining



Simpler intersections to reduce travel times for everyone

Fare free travel across Greater Sydney



Fare free travel in April

(Over Easter and the school holidays)

Commuters across Greater Sydney **travelled for free on all modes** from 14 – 25 April 2022



Major events – Vivid | State of Origin | City2Surf







Major events - VIVID

16000

extra services across the three weeks of Vivid

1.15m

Busiest weekend saw public transport patronage **hit 1.15 million – up 25 per cent** from a normal weekend Major events - Vivid - continued

25,000

ferry trips on Saturdays – a **14% increase**

40%

Trains were also a popular option, with trips on our busiest Saturday (4 June) up over 40% compared to a normal Saturday

Major events – State of Origin

We moved over 28,000

passengers on our train network and had over 12,000 passengers on buses

Major events – City2Surf

Over 35,000participants

travelled to the event by shuttle bus and more than 30,000 by train

130 buses operating

between Bondi Beach and Bondi Junction



Roads



Getting people back on public transport



nvestment in Public **Transport** in NSW



Investment in public transport in NSW Sydney Metro



Australia's first fully automated driverless metro rail system



Biggest urban rail infrastructure investment in the nation's history



Sydney Metro now open in city's North-West 13 metro stations and over 4000 commuter car parking spaces



Sydney will have 31 metro railway stations and a new 66-kilometre long standalone metro railway

Investment in public transport in NSW

More Trains More Services

More than \$5.3 billion

is being invested in the program over 10 years



Population of Greater Sydney projected to grow to 6.6 million by 2036

Investment in public transport in NSW

More Trains More Services

Extra services

and 24 new Waratah Series 2 trains



The second will deliver a new timetable in October, plus 17 new Waratah Series 2 trains and 42 New Intercity Carriages

Investment in public transport in NSW Parramatta Light Rail





Stage 1 will run for 12 kilometres with 16 stops

High-frequency 'turn-up-and-go' light rail services seven days a week, departing every 7.5 minutes in peak periods 45 metre long vehicles

Investment in public transport in NSW Zero Emission Buses

8000 diesel

and compressed natural gas buses replaced with a **new electric fleet**



Wrap up & Thank you