



Transport for NSW

Annual Report

Volume 1 • 2019–20



Transport for NSW

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*Front cover: Customers waiting at a new bus
stop at Sydney Metro Bella Vista Station.*

*The New Intercity Fleet will provide a new level of comfort and
convenience for the thousands of customers who travel between Sydney
and Newcastle, the Blue Mountains, and the South Coast.*



Letter to Ministers

The Hon. Andrew Constance MP
Minister for Transport and Roads

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

Parliament House
Macquarie Street, Sydney NSW 2000

Dear Ministers

I am pleased to submit for presentation to Parliament the annual report for the Department of Transport for the financial year ended 30 June 2020.

The annual report for the Department of Transport includes the annual report for Transport for NSW for the financial year ended 30 June 2020.

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* for Transport for NSW. Inclusion of the annual report in respect of Transport for NSW is authorised by section 3L of the *Transport Administration Act 1988*.

Yours sincerely



Rodd Staples
Secretary

Contents

From the Secretary	2
About this report	6
About us	8
Financial overview	26
Performance	30
Achievements	42
Organisation and people	78
Corporate governance	88
Appendices	98



All nine of the 35-year-old First Fleet Class ferries underwent a major upgrade in 2019-20 to provide them with another 10 years of service.

From the Secretary





Sydney Metro's tunnel boring machine breaking through at the new Victoria Cross Station in North Sydney.



This year has tested Transport on many fronts and has really reminded us who we are. We have kept communities connected and NSW moving safely through bushfires, floods and a once-in-a-century pandemic, all while delivering the biggest transport infrastructure program NSW has ever seen.

Supporting NSW through tough times

Our number one priority was, and still is, keeping our customers and people safe as they move across NSW. Responding to the most devastating bushfire season in our State's history and severe floods, our Transport people have worked tirelessly to help keep NSW moving and our communities safe by supporting our Emergency Operations Centres, restoring our Transport services and clearing roads as quickly as possible.

We repaired 880 kilometres of State roads and assisted with reopening NSW's major regional highways after bushfires, along with putting in more than 150,000 hours to rebuild track infrastructure damaged by fires and flooding along NSW's main west railway line through the Blue Mountains.

We swiftly established a Transport COVID-19 Taskforce dedicated to keeping our customers informed in a coordinated way, implementing our immediate responses to the pandemic, as well as long-term planning and recovery.

Putting our customers at the centre of our COVIDSafe Transport Plan, we maintained a full level of service on our public transport network and added more than 3300 extra temporary weekly services to help people practice physical distancing. We also enabled reliable freight and port movements that provide our communities with essentials like food,

medicines and business supplies. Hundreds of additional transport staff, including Transport and Marshalling Officers, were deployed to key transport interchanges and hubs, and green physical distancing dots showed customers where to sit or stand. In addition, we strengthened the frequency, intensity and visibility of cleaning across our network to help protect our customers using our services.

Supporting our economy now and building for the future

Even in these challenging times, our record infrastructure program has been forging ahead, supporting the NSW economy during this period of economic downturn and taking us into the future.

The opening of the L3 Kingsford Line and completion of the 12 kilometre CBD and South East Light Rail in April, has provided important public transport links to Sydney's south east by connecting a key health precinct and the Sydney CBD.

Construction started on the \$2.4 billion Parramatta Light Rail, which will link Westmead to Carlingford via the Parramatta CBD and Camellia with 16 stops offering turn-up-and-go services during peak periods to the people of the Central River City.

As the Sydney Metro North West Line continues to delight our customers with its fast, safe and reliable turn-up-and-go train services, we completed tunnelling in March on Sydney Metro's twin tunnels from Chatswood to Sydenham (including under Sydney Harbour and through the Sydney CBD) with the building of Australia's biggest public transport project well underway.

We are also a step closer to creating a western bypass of Greater Sydney's Eastern Harbour City, after opening the first and second stages of our WestConnex project – the M4 tunnels between Homebush and Haberfield, and more recently, the new M8 Motorway.

Our first two New Intercity Fleet trains arrived and have been undergoing extensive testing as they gear up for our first passenger services. They will provide a new level of comfort and convenience to the thousands of

customers who travel between Sydney and the Central Coast and Newcastle, the Blue Mountains, and the South Coast each day.

Further progress is being made to fully duplicate the M1 Pacific Highway, as we continue to complete milestones such as opening the Harwood Bridge. And we've been able to fast-track more than 70 key road and maintenance projects in regional NSW on top of our planned work, as part of the NSW Government's Economic Stimulus in response to COVID-19. The \$100 million stimulus covers both big and small projects that will help deliver safer and more reliable journeys right across NSW, while at the same time getting more jobs on the ground, improving safety and boosting business in regional towns.

Projects like the road re-surfacing investment of \$1.1 million which will improve roads in the Hunter region or down south where we've been able to bring forward work in bushfire-affected communities to resurface roads such as the Kings Highway and the Snowy Mountains Highway, will make a real difference to these local communities.

Data and innovation – creating better customer experiences

We have strengthened our technology and data tools to improve real-time information so our customers can better plan their journeys. We have added information for walking, cycling and driving, along with public transport, On Demand services and regional trains and coaches to enable multi-modal trip planning across NSW.

Embracing this information, customers requested 169 million trip plans using transportnsw.info, the Opal Travel app or a Transport bot. There has been over 8 million downloads of real-time apps by customers using our real-time data. We are also investing in smarter data analytics technologies and techniques to improve operations so we can tackle issues like overcrowding on our network, identifying potentially dangerous road intersections and easing traffic congestion on roads.

Connecting our regions

We are boosting public transport options for our regional customers travelling between small towns or to regional hubs, so locals can access essential services and supplies. More than 450 additional weekly services were added to the Tweed bus network late last year and 240 additional weekly services have been rolled out in Wagga Wagga. In direct response to community feedback, we also launched a new On Demand service between Wagga Wagga suburbs and the Bomen Business Park,

supporting jobs in Wagga Wagga by making public transport a real option for workers commuting to and from the industrial estate.

Our coach services trial from Broken Hill to Adelaide provides a more affordable option for customers attending medical appointments, while the trial service to Mildura allows for day trips for locals to go shopping or to connect with coach or train services to Sydney, Melbourne or other regional centres.

Safety always

Safety is our priority and as part of this we have developed and introduced world-leading mobile phone detection cameras that work with artificial intelligence to innovatively tackle road safety risks caused by people illegally using mobile phones while driving. We are also determined to achieve our long-term vision of zero fatalities and serious injuries on NSW waterways by working with our government and industry partners to deliver on outcomes from the *Road Safety Plan 2021* and *Maritime Safety Plan 2017-2021*.

Evolving Transport – accelerating us towards a more customer-focused, connected future

To deliver our *Future Transport 2056* vision, we are undertaking a transformation of our organisation that sees us better coordinate and integrate services across all modes of transport, our Evolving Transport transformation program. It is aligning us with the needs of our customers and communities across NSW. A major step was integrating Transport for NSW and Roads and Maritime Services in late 2019 to create a single organisation.

We also launched our *10 Year Blueprint*, which sets out the medium-term priorities and what we need to achieve – for customers, communities and for the people of NSW and for our own people – to deliver *Future Transport 2056*.

Although we are enduring testing times, we are continuing to deliver an essential service to our customers and communities, which is a testament to the commitment and dedication of our people. We are committed to setting ourselves up for the future to deliver the best transport solutions for the people of NSW.



Rodd Staples
Secretary

About this report



COVID safe customers and employees at Circular Quay's light rail station in Sydney.

The Transport for NSW Annual Report 2019–20 provides an overview of our achievements during the 2019–20 financial year.

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

Chapter 1 – About us

A profile of who we are, what we do, our strategic direction and our customer-centred program of change.

Chapter 2 – Financial overview

An overview of our financial results for 2019–20. A comprehensive set of financial statements on all our activities is available in Volume 2 of this report.

Chapter 3 – Performance

Presents our business performance results aligned to our outcomes.

Chapter 4 – Achievements

Our key achievements for the year – what we have delivered for our customers, communities and the people of NSW.

Chapter 5 – Organisation and people

Our structure and who our people are, as well as an outline of our workforce diversity.

Chapter 6 – Corporate governance

An overview of our governance and key corporate management functions.

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
- Roads and Maritime Services (period 1 July 2019 to 30 November 2019)

About us





A Transport apprentice training at the Transport Training Centre in Petersham, Sydney.

About transport

Every day, millions of people travel, be it by car, walking, cycling, bus, train, ferry or other forms of transport. Our transport system serves our State's approximately 8 million residents, 300,000 businesses and 40 million visitors each year.

Transport is critical to the NSW economy and the wellbeing of the community. Transport gets us to work, school and the services we need. It connects us to each other and to the great social, cultural and leisure activities that NSW has to offer. Transport delivers the products we use every day, helps grow our economy, and supports businesses to provide the services we need.

At Transport for NSW, we are continuing to provide an integrated and innovative transport system that makes NSW a better place to live, work and visit.

Who we are

Transport for NSW

Transport for NSW is the lead agency of the NSW Transport cluster, which was established in November 2011.

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

We do 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 Premier's Priorities, the Premier's Charter Letter, the Government's commitments, our *Future Transport 2056 strategy*, and Transport's *10 Year Blueprint*.

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

During 2019–20, we continued to work in partnership with our operating agencies and industry partners to:

- deliver \$14.3 billion of infrastructure across NSW
- manage and maintain NSW's \$168 billion portfolio of transport assets.

Our structure

The Transport cluster comprises Transport for NSW and an extended network of agencies. Traditionally, transport services and infrastructure were delivered by separate agencies focusing on modes of transport.

From 1 July 2019, we introduced a new structure as part of our Evolving Transport transformation program. We created two customer, place-based divisions, Greater Sydney and Regional and Outer Metropolitan, with operating agencies working alongside each other within these divisions. This helps us to provide better integrated services across all transport modes. It also supports us in driving a stronger focus on creating better places for people in both urban and regional areas, and enables significantly more cooperation and coordination across the different modes of transport.

In a major step on 1 December 2019, Transport for NSW and Roads and Maritime Services were integrated to create a single organisation focused on a more strategic approach to transport¹.

¹ Roads and Maritime Services (RMS) was integrated with Transport for NSW on 1 December 2019 on commencement of the *Transport Administration Amendment (RMS Dissolution) Act 2019*. All functions of the former RMS are now performed by Transport for NSW and any references to RMS in legislation or any other document are construed as a reference to Transport for NSW.

Our new divisions are:

- Customer Strategy and Technology
- Regional and Outer Metropolitan
- Greater Sydney
- Infrastructure and Place
- Safety, Environment and Regulation
- People and Culture
- Corporate Services
- Office of the Secretary
- Point to Point Transport Commission²

Organisations in the Transport cluster

The Department of Transport is the principal department of the Transport cluster.

Its role for the financial year ended 30 June 2020 has been to provide personnel services, being the services of the Secretary, to Transport for NSW.

The cluster includes the following statutory bodies:

- Transport for NSW
- Sydney Trains
- NSW TrainLink
- Sydney Metro
- State Transit Authority of New South Wales
- Rail Corporation New South Wales (RailCorp)³
- Sydney Ferries
- Residual Transport Corporation of New South Wales

The Office of Transport Safety Investigations is an independent agency within the Transport cluster that produces its own annual report. The Port Authority of New South Wales, also a part of the Transport cluster for annual reporting purposes, is a State Owned Corporation and produces its own annual report.

² The Point to Point Transport Commission is an agency within the Transport cluster, however as it does not produce its own annual report, information about the functions and achievements of the Point to Point Transport Commission are included in Transport for NSW's Annual Report.

³ From 1 July 2020, RailCorp was converted into the Transport Asset Holding Entity (TAHE) and established as an independent statutory State Owned Corporation. The 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.

Our purpose

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

We want NSW to be a place where people are connected, with vibrant, liveable communities and strong economies. A place where journeys are safe and seamless.

Our values and culture

Every day our customers rely on us. This is a big responsibility, which is why we're committed to growing our people and our culture to help us deliver great things for the people of NSW now, and in the future.

Our values

Safety

We prioritise safety for our people and our customers

Integrity

We take responsibility and communicate openly

Collaboration

We value each other and create better outcomes by working together

Customer focus

We place the customer at the centre of everything we do

Solutions

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

Our culture

We know we need a culture which enables us to put the customer at the centre and our people at the heart, all for the greater good. Transport has three core principles that are the foundation of everything we do and how we work together to deliver outcomes for customers and the community. These aspirations reflect how we want our people, customers and communities to think and feel when using transport or working with us.

Customer at the centre

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

People at the heart

We value our people and want them to thrive at Transport. We will take action on what matters most to our people in helping them serve our customers and stakeholders, recognising that everyone's experience at Transport is different.

For the greater good

We make decisions that balance the needs of customers, communities and the people of NSW, both current and future. 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 are for everyone, they reflect the way we want to lead and work every day, and help us realise our aspirational culture.



Caring

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.



Empowering

Entrusting 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.



Creative

Forging new paths and adopting a curious and open mindset. It includes asking "what if?", finding new ways of doing things and sharing learnings.



Courageous

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.



Sustainable

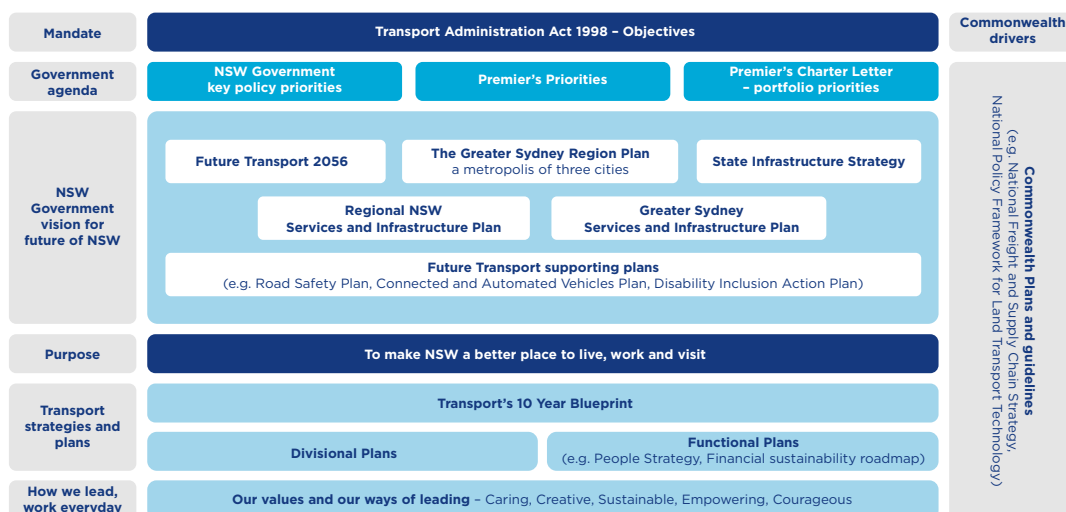
Making smart choices. It includes delivering on promises, getting the basics right, leveraging what we have and staying strong for tomorrow.

Our strategic direction

Transport's strategic direction is set according to multiple external and internal strategies and plans. This includes the NSW Government's agenda and vision, Commonwealth drivers and Transport's legislative mandate. Examples 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 people, our customers, our communities, and the people of NSW.

Hierarchy of direction setting



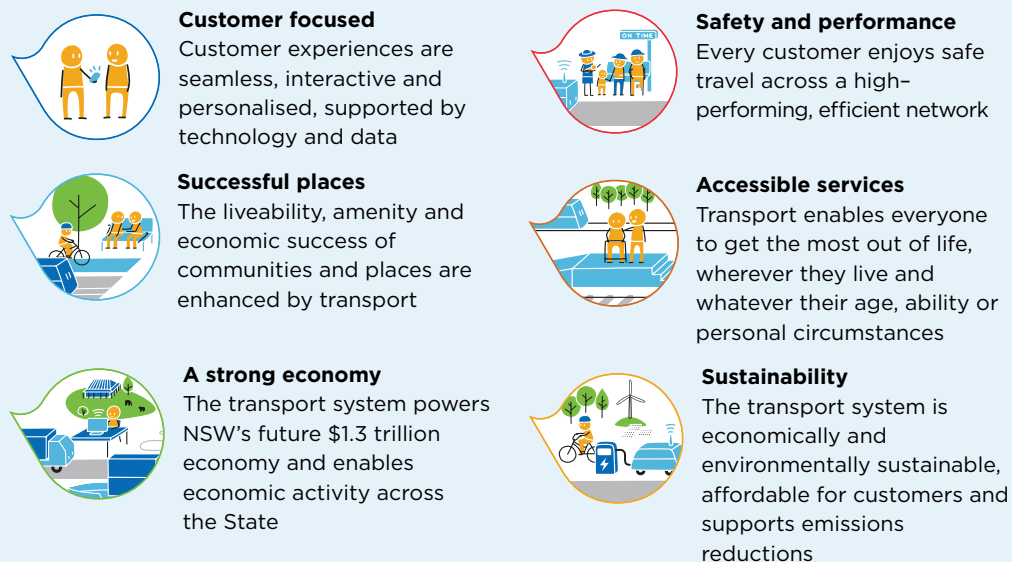
Future Transport 2056 strategy

Our long-term vision for the future

Future Transport 2056 is our 40-year vision for transport in NSW, reflecting the large economic and societal shifts we will see in the future. It places the customer at the centre of everything we do and ensures we respond to rapid changes in technology and innovation to create and maintain a world class, safe, efficient and reliable transport system.

This vision is being delivered through initiatives outlined in a suite of supporting plans, including infrastructure and services plans for regional NSW and for Greater Sydney.

The Future Transport 2056 vision is built on six principles:



An example of initiatives in 2019–20 that embody these principles and support our 40-year vision for NSW include:

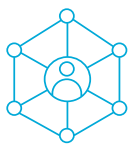
- Connected and automated vehicle trials in Sydney Olympic Park, Armidale and Coffs Harbour, with a trial soon to commence in Dubbo.
- Zero emission bus trials in Inner West Sydney and Nowra.
- Sydney Metro, a fully automated, accessible, sustainable, turn-up-and-go service that will be extended to Sydney's CBD and Southwest in 2024.
- Fairer fares and 22 On Demand service pilots to improve accessibility for customers.
- Introduction of mobile phone detection cameras to improve road safety.

Connecting to the future – our 10 Year Blueprint for transport

Transport's *10 Year Blueprint* sets a medium-term course to deliver on our *Future Transport 2056* strategy. It highlights where we will focus our work to achieve our long-term vision for transport and deliver on the NSW Government's vision.

The Blueprint is focused on achieving four outcomes.

For customers



Connecting our customers' whole lives – we will deliver and enable transport solutions that blend seamlessly into our customers' lifestyles, catering for the wide range of journey types needed by people and for the movement of freight.

For the people of NSW



Transport systems and solutions that enable economic activity – we will deliver quality assets and efficient transport networks, at the right price, and ensure transport investments and solutions serve the people of NSW.

For communities



Successful places – we will help create places that integrate the right mix of infrastructure, services, and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes.

For the people of Transport



Thriving people doing meaningful work – we will be proactive and deliberate in designing our ways of working and workplaces, so we build on our people's capabilities, create a culture of success and align our people to work together in new ways to foster innovation.

Evolving Transport

A customer-centred program of change

Evolving Transport is our transformation program that will position us to deliver even better outcomes for customers and communities across the State, now and into the future. It is fundamental in ensuring we can deliver our *10 Year Blueprint* and *Future Transport 2056* vision.

Evolving Transport is about:

- achieving more integration and collaborative thinking about transport
- being transport-mode agnostic and managing the transport network holistically
- implementing more efficient and effective ways of working
- creating an operating model that places customers and communities at the centre of planning, design and delivery.

Evolving Transport was a major focus for the organisation in 2019–20. The foundation work achieved has set us up strategically to deliver better services and has accelerated us towards a more customer-focused, connected future.

The first milestone occurred on 1 July 2019 when Transport's new operating model came into effect. More than a structure, the new operating model enables significantly more cooperation and coordination across the different transport modes, and aligns with the needs of our customers and communities – it is a model where the places they live, work and visit play the central role.

On 1 December 2019, Roads and Maritime Services and Transport for NSW were integrated to create one organisation. On commencement of the *Transport Administration Amendment (RMS Dissolution) Act 2019*, all Roads and Maritime Services' functions and responsibilities transferred to Transport for NSW.

This created one integrated Transport for NSW, enabling a more joined-up and strategic approach to transport. It is resulting in better strategy, planning and delivery of services now and into the future to deliver better outcomes for customers and communities across NSW.

In 2019–20, we launched 13 workstreams that make up the Evolving Transport transformation program. The workstreams are the way we are organising our major change initiatives. Each workstream has a focus and remit, but is playing a critical role in driving our integrated organisation's transformation and creating new and improved ways of working to make our new operating model a greater success.

1. Community and stakeholder relationships – embed a transport-wide approach to engagement

2. Planning and programs – prioritise the infrastructure that is most needed

3. Asset management – embed a transport-wide approach to asset management

4. Customer experience and measurement – improved data to increase customer satisfaction

5. Capital projects – create an integrated framework for the development, procurement and delivery of infrastructure

6. Enablement – improve systems, processes and ways of working

7. Environment – strengthening our environmental frameworks

8. Financial sustainability – becoming increasingly cost effective

9. Governance – change how we make decisions and manage risk

10. Leadership, culture and behaviour – create an environment where all employees lead by example

11. Organisational structure – consider the structures and systems needed to achieve business objectives

12. Safety – embed a single safety management and reporting framework

13. Talent, development and mobility – create a skilled and adaptable workforce

Figure 2: The operating model of the Transport cluster (as at 30 June 2020)



Key facts



Customer satisfaction

Sydney Trains: 90%



NSW TrainLink: 90%



Sydney Metro: 96%



Metropolitan bus STA: 92%



Metropolitan bus PBO: 90%



Ferry: 98%



Light rail: 89%



Patronage on public transport¹

Train: 329,555,150

Metro: 19,064,087

Bus: 282,299,597

Ferry: 11,903,339

Light rail: 14,394,962

¹ On 18 May 2020, the NSW Government's COVIDSafe Transport Plan was released, which resulted in services across the public transport network being restricted to operating at up to approximately 25 per cent of normal capacity, with variations by mode and vehicle type. This major change was implemented to support physical distancing. In line with NSW Health advice, physical distancing capacity across the public transport network increased from 1 July 2020. These changes meant services could operate at up to 48 per cent of normal capacity, depending on the mode.



Freight

- NSW bulk imports and exports: **202 million tonnes**
- Port Botany container imports and exports: **18.3 million tonnes**
- Total Port Botany exports: **1.2 million TEU²**
- Total Port Botany imports: **1.3 million TEU²**



Planned infrastructure investment

- \$16.8 billion on road, public transport and freight infrastructure in Sydney and regional areas in 2020-21



Active transport

- **2.2 billion** customer journeys were made on foot in NSW including **1 billion** walking trips associated with a public transport journey
- **86 million** customer transport journeys were made by bicycles in NSW
- **More than 1 million** NSW residents ride a bicycle each week, and **more than 2.5 million** ride a bicycle at least once a year

² Twenty-foot equivalent units



Employees

- **Over 11,000** people work for Transport for NSW
- **More than 28,000** people work for the Transport cluster
- **Over 130,000** people are directly or indirectly employed across NSW by the Transport cluster
- **Approximately 348** locations across NSW
- **Around 11,000** of our non-frontline people have been working from home since March 2020



Registered vehicles

- **6.73 million** registered vehicles in NSW



Accessible stations and wharves

- **91 per cent** of train trips began at a train station that was wheelchair accessible
- **94 per cent** of ferry trips began at a ferry wharf that was wheelchair accessible



Digital impressions

- Visits to transportnsw.info: **48.1 million**
- Trip plans: **169 million** trip plans using transportnsw.info, Opal Travel app or a Transport bot to plan a public transport trip in NSW
- Visits to transport.nsw.gov.au: **1.9 million**
- Active users of Transport bot on Facebook, Twitter, Alexa, Google: **249,000**
- Active users of Opal Travel app: **2.3 million**

Our assets



More than
8100
buses

(B)

Over
27,800
bus
stops
across
Sydney



Approx
18,000
kilometres
of State
roads



Over
6000
bridges



Around
3000
kilometres
of regional
and local
roads



Over
2200
train
carriages



298
stations



Approx
9400
kilometres
of rail
tracks



\$158
billion in
network
assets



27
road
tunnels



118

maritime
and **26** personal
watercraft
vessels for
on-water safety
compliance
operations



22

metro
trains



35

ferries



Over

155

wharves
and
jetties



49 kilometres
of light rail
track in Sydney
and Newcastle



157
kilometres
of metro
track



Approx **600**
kilometres
of fiber
optic cable



78
light rail
vehicles



More than
1700 CCTV
traffic
management
cameras and
more than 4000
traffic signals

Financial overview



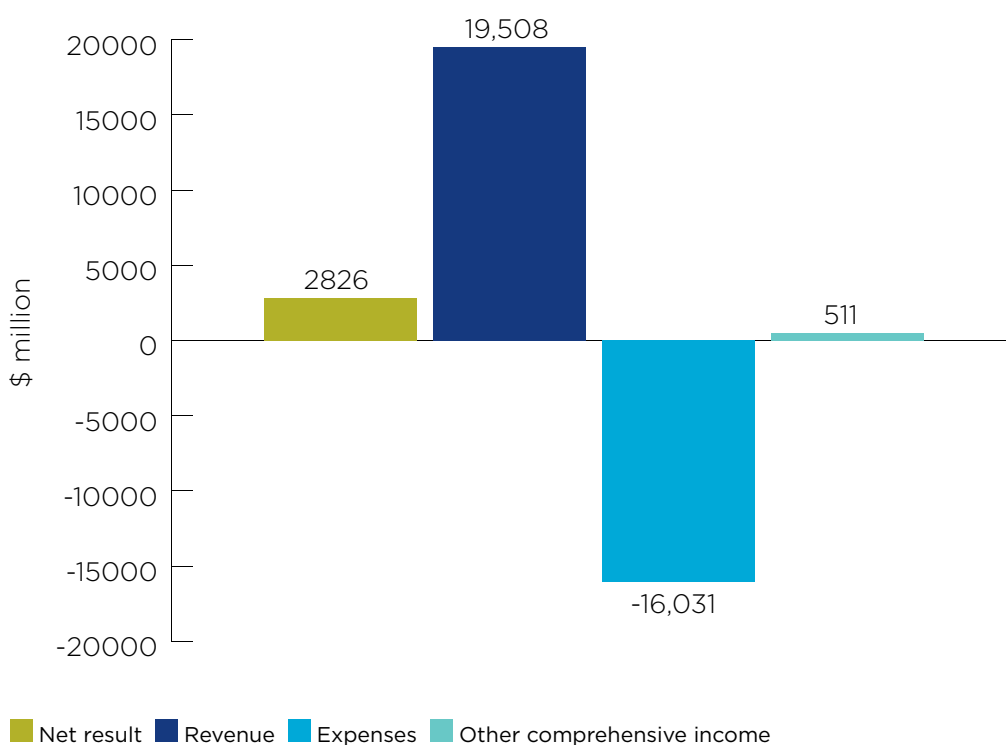


Key figures

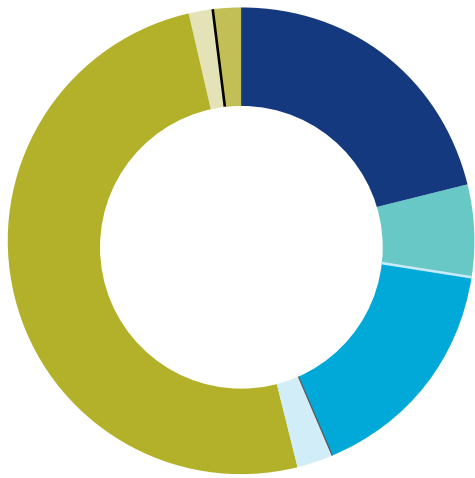
Transport for NSW's net result for the year ended 30 June 2020 was \$2.8 billion (2018-19: \$0.6 billion). Transport for NSW received revenues of \$19.5 billion, while total expenses of \$16 billion were incurred in operations, depreciation, grants and subsidies, financing costs and other expenses.

Other comprehensive income for the year of \$0.5 billion includes loss in commodity swaps and foreign exchange of -\$0.07 million and an increase in the asset revaluation surplus of \$485.8 million.

FY 2019-20 (\$ millions)



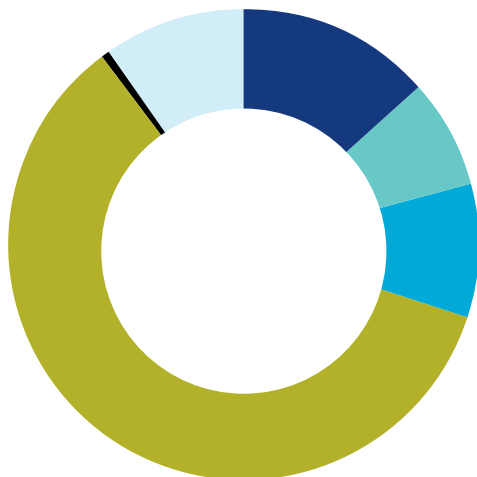
Revenue (\$ millions)



- Capital appropriations: **4164**
- Major rail project revenue: **1192**
- Resources received free of charge: **44**
- Grants and contributions: **3132**
- Investment revenue: **10**
- Sales of goods and services from contracts with customers: **438**
- Recurrent appropriations: **9821**
- Shared and corporate services revenue: **294**
- Retained taxes, fees and fines: **43**
- Other revenue: **370**

Total: 19,508

Expenses (\$ millions)



- Operating expenses: **2173**
- Major rail project expenses: **1192**
- Depreciation and amortisation: **1469**
- Grants and subsidies: **9561**
- Finance costs: **108**
- Other expenses including service contract payments: **1528**

Total: 16,031

Performance





*NSW's rail freight network keeps goods moving and links
key ports with cities and towns across the State.*

All our work is guided by Transport's four primary outcomes, focused on creating value for our customers and the communities we serve, the people of NSW and the people of Transport. These outcomes drive the decision making and prioritisation of our work in Transport.



Connecting our customers' whole lives

We aim to deliver and enable transport solutions that blend seamlessly into our customers' lifestyles, catering for the wide range of journey types needed by people, and for the movement of freight.

Our customers are people who use transport networks and services, including drivers, public transport and point to point transport passengers, pedestrians, cyclists and freight providers.

Table 1: Customer satisfaction

Measure	2016-17	2017-18	2018-19	Target	2019-20
Customer satisfaction					
Sydney Trains (%)	90	86	89		90
NSW TrainLink (%)	85	86	90		90
Metropolitan bus STA (%)	89	89	92		92
Metropolitan bus PBO (%)	90	90	90	maintain or improve	90
Light rail (%)	90	92	91		89
Sydney Ferries (%)	97	98	98		98
Sydney metro (%)	-	-	95		96
Private vehicles (%)	85	83	85		-
Heavy vehicles (%)	61	75	70		-
Motorcycles (%)	82	89	87		-
Cyclists (%)	87	87	85	maintain or improve ¹	-
Pedestrians (%)	85	85	87		-
Taxi (%)	81	86	86		-
Rideshare (%)	-	92	92		-

¹ A customer satisfaction survey for road users was not undertaken in 2019-20 due to COVID-19.

Table 2: Journey reliability

Measure	2016-17	2017-18	2018-19	Target	2019-20
Reliability					
Train (metropolitan) (%)	93	92	91	92	93
Train (regional) (%)	89	90	89	92	91
Metropolitan bus STA (%)	92	92	95	95	95
Metropolitan bus PBO (%)	96	96	95	95	97
Light rail line 1 (%) ^{2,3}	91	87	96	90	89
Light rail line 2 and 3 (%) ⁴	-	-	-	90	83
Ferry (%)	99	99	99	95	97
Sydney metro (%)	-	-	-	98	99
Journey time reliability peak travel on key road routes is on time (%) ⁵	87	91	91	≥90	90
Average incident clearance time for 98% of incidents on principal transport routes (minutes)	42	42	36	<40	34
% of regional population with access to public transport day-return to nearest city or major centre	-	-	86	-	90

2 A light rail service is considered on time if a headway is achieved within a two-minute tolerance. A headway is the time between two vehicles on the light rail network.

3 Light rail line 1, is the route from Central Station to Dulwich Hill.

4 Light rail line 2, is the route from Circular Quay to Randwick and line 3 is the route from Randwick to Kingsford.

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

Table 3: Network safety

Measure	2016-17	2017-18	2018-19	Target	2019-20
Network safety⁶					
Road fatalities per 100,000 population					
NSW	4.55	4.87	4.57	reduce road fatalities by 30% from 2008-10 levels by 2021	4.01
Road serious injuries per 100,000 population⁷					
NSW	138.7	142.1	131.7	-	-
Boating fatalities per 100,000 registered vessels					
NSW	1.20	4.20	4.16	reduced fatalities by 30% from 10-year average as at 2014-15 by 2020-21	10.59

Delivering our outcomes 2019-20

September 2019 – entire Opal network became contactless, customers could pay with their credit or debit cards or linked devices, giving them more choice.

September 2019 – the 'Bathurst Bullet' service was launched, providing more travel choices and flexibility right across Central West NSW.

October 2019 – driverless shuttle trial at Sydney Olympic Park began to move customers safely.

December 2019 – the Tweed Heads community benefited from improved connections when more than 450 extra bus services a week commenced.

December 2019 – new reliable, turn-up-and-go public transport opened in Sydney with the 12 kilometre Sydney Light Rail network between Circular Quay and Randwick, and in April 2020, the line to Kingsford opened.

December 2019 – trip planning apps were expanded so customers could consider taxi and rideshare options, as well as walking and cycling, when planning their journey.

January 2020 – open tender held to identify a financial services partner to deliver the trial of a new Opal Digital card to thousands of customers, planned to launch later in 2020.

⁶ This data may differ from previously published data as fatality information is revised over time and there were changes to the serious injury data definition, in line with NSW Health definitions.

⁷ Road serious injury data for 2019-20 does not become available until 2021.



A customer topping up their opal card for use on the network.



Successful places

Our customers are also members of communities, and at the heart of communities are places where people come together to interact, transact and travel.

We will help to create places that integrate the right mix of infrastructure, services and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes.

We are committed to working in close partnership with communities to ensure that the places we create reflect their identity and culture, as well as protect and enhance communities and their environment.

Table 4: Customer satisfaction of people with disability, and accessible fleet and infrastructure

Measure	2016-17	2017-18	2018-19	Target	2019-20
Customer satisfaction – people with disability					
Public transport⁸					
Sydney Trains (%)	81	79	89		83
NSW TrainLink (%)	76	86	84		84
Metropolitan bus STA (%)	86	85	88	reduce gap with overall customer satisfaction	88
Metropolitan bus PBO (%)	90	89	89		87
Sydney Ferries (%)	97	95	100		87
Roads (%) ⁹	96	82	83		-
Accessible fleet					
Trains (Sydney Trains and NSW Trains) (%)	-	100	100		100
Metropolitan bus STA (%)	-	91	92	year-on-year increase	97
Outer metropolitan bus PBO (%)	-	84	89		91
Outer metropolitan bus PBO (%)	-	53	62		67
Rural and regional bus (%)	-	11	13		15
Accessible infrastructure¹⁰					
Wheelchair accessible wharves Sydney Harbour (%)	-	-	72	year-on-year increase	72
Wheelchair accessible train stations (%)	53	56	57		59

⁸ Customer satisfaction of people with disability is not shown for each mode of transport due to insufficient sample sizes.

⁹ Due to the impact of COVID-19 on network usage and the requirement to physically distance, the decision was made to cancel the May 2020 Customer Satisfaction Survey for road users, therefore data for 2019-20 is unavailable.

¹⁰ Wheelchair-accessible wharves have level or ramped access that allows independent access by a person using a manual wheelchair or walking aid. Wheelchair accessible stations have a step-free path to all platforms and essential station facilities.

Delivering our outcomes in 2019-20

July 2019 – launched the Indigenous Youth Leadership Program to improve the road safety and wellbeing of young Indigenous people.

September 2019 – Australia's first ever 5-star vehicle safety technology testing facility opened in Cudal in NSW's Central West.

October 2019 – won NSW Premier's Awards in the 'Building a strong economy' category for revitalising Newcastle and attracting people, jobs and tourists to the city. And an award in the 'Creating well connected communities' for delivering Australia's first fully automated railway, the Metro Northwest Line.

January 2020 – a new \$250 seniors travel card was launched to help to ease the burden of travel costs for eligible seniors living in regional, rural and remote NSW.

April 2020 – jointly released the NSW Movement and Place Practitioner's Guide with the Government Architect NSW for use on NSW Government projects.

June 2020 – supported veterans by expanding their eligibility to receive concession travel with a Gold Card.



2019 Premier's Awards, Sydney Metro Northwest team – creating well-connected communities.



Transport systems and solutions that enable economic activity

While we focus on customers and communities, our work also supports the NSW economy and the quality of life of its people. So we target investment to areas where people want to live and into hubs for employment, tourism and essential services. We support industries like freight and ports that significantly contribute to the economic success of NSW but also to businesses and people in NSW who benefit from the delivery of goods.

By investing in transport network enhancements and infrastructure, we drive improvements in the NSW economy and environment. It is our way of helping to further serve and support the people of NSW.

Table 5: 30-minute city and freight efficiency

Measure	2016-17	2017-18	2018-19	Target	2019-20
30-minute city					
Network capability in peak to metropolitan centres (%) ¹¹	-	62	62	year-on-year increase	62
Freight efficiency					
Rail share for freight at Port Botany	-	18	18	28% by June 2021 against a 2016 baseline of 17%	18

¹¹ The 30-minute city methodology measures the travel time from all dwellings within the Greater Sydney Commission (GSC) districts of Sydney to the metropolitan and strategic centres defined by the GSC. The travel time includes walking time from each dwelling to a transit stop, 3 minutes wait at the first stop, plus the travel time on public transport between 6am-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.

Delivering our outcomes in 2019–20

July 2019 – WestConnex new M4 tunnels between Homebush and Haberfield opened, transforming road travel with drivers bypassing 22 sets of traffic lights. The construction created more than 4000 direct and indirect jobs and almost 200 apprentices or trainees.

November 2019 – displayed the Environmental Impact Statement and Draft Major Development Plan for Sydney Gateway for community consultation, showing the economic benefit of improved freight movements and connections to Sydney Airport and Port Botany.

December 2019 – the first two New Intercity Fleet trains arrived for testing. The fleet will improve travel between regional hubs safely and more comfortably.

January 2020 – construction commenced on the Parramatta Light Rail, which will improve the communities' connections to work and essential services by linking Westmead to Carlingford along a 12 kilometre route.

January 2020 – displayed the Environmental Impact Statement for the Western Harbour Tunnel so the community could provide feedback on the economic and quality of life benefits of this investment.

March 2020 – the New England Highway bypass of Scone was opened to traffic six months ahead of schedule, reducing travel times for freight and long-distance traffic.

March 2020 – tunnelling finished on Sydney Metro's twin tunnels from Chatswood to Sydenham, including under Sydney Harbour and through the Sydney CBD, with more than 8400 people employed on the tunnelling project including carpenters, mechanical fitters, electricians and boilermakers.

April 2020 – displayed the Environmental Impact Statement for Sydney Metro West, a new underground railway that will better connect Greater Parramatta and the Sydney CBD.

May 2020 – the replacement Gee Gee Bridge across the Wakool River opened to traffic two months ahead of schedule, providing a more suitable freight link that benefits the agricultural industry and regional economies.

June 2020 – the replacement Charleyong Bridge across the Mongarlowe River opened to traffic, improving access for the freight industry with higher mass vehicles now able to use the bridge.



The new Charleyong Bridge across the Mongarlowe River, Charleyong.



Thriving people doing meaningful work

As we deliver for NSW, 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 encourage and help them work together in new ways, making sure they feel empowered and can collaborate to innovate for the people of NSW.

We want our people to feel like they belong, are cared for and are included. We are striving to be the best place to work in Australia. This means we need to be a leader in evolving our people and their capabilities, and we are using innovative digital workspaces to drive the best performance possible.

Table 6: Employee diversity and engagement¹²

Measure	2017	2018	2019	Benchmark	2020
Representation of Transport for NSW's workforce					
Women (%)	47.3	47.5	48.3	50% by 2025	39.5
Women in senior leadership roles (%)	30.7	31.5	33.7	50% by 2025 ¹³	34
Aboriginal and Torres Strait Island people (%)	1.2	2.0	1.9	3.3% by 2025	2.8
Employees with disability (%)	0.7	1.3	1.3	5.6% by 2025	1.6
Employee engagement					
Employee engagement survey result ¹⁴	66	64	64	year-on-year increase	-

Delivering our outcomes in 2019-20

August 2019 – launched first ever Transport Reconciliation Action Plan 2019-2021 to work towards reconciliation both within Transport and in communities across NSW, and to deliver better outcomes for our Aboriginal and Torres Strait Islander employees and communities throughout NSW.

September 2019 – launch of our Transport leadership model and playbook at Leader Alliance event as a key enabler to realising our cultural aspiration.

October 2019 – won NSW Premier's Awards in the 'Building a strong economy' category for increasing female representation in regional road maintenance and related trades.

June 2020 – women represent 50 per cent of the trainee train drivers employed during 2019-20.

¹² Data for 2019-20 is not comparable to previous year's data due to the integration of Transport for NSW and Roads and Maritime Services on 1 December 2019.

¹³ The benchmark of 50 per cent for representation of women across the sector is intended to reflect the gender composition of the NSW community. Transport have made a commitment to reach 40 per cent women in leadership roles by 2025.

¹⁴ Due to COVID-19 the People Matter Employee Survey is being undertaken between October 2020 and November 2020 instead of June 2020. Therefore a result for 2019-20 is not available.



A Boating Safety Officer at work on Lake Macquarie.

Achievements





Work continued on the upgrade of the historic Briner Bridge near the village of Tucabia. The project is funded through the NSW Government's Bridges for the Bush program.

This was a year like no other and Transport supported the people of NSW through drought, bushfires, floods and a global pandemic. While we focused on keeping customers safe and communities connected, we continued to deliver a vast range of services for our customers.

We delivered game-changing transport infrastructure with the timesaving M4 tunnels and turn-up-and-go public transport with the CBD and South East Light Rail. Transport also transformed regional communities with better connections to work, education, recreational and essential services. On Demand public transport trials, connected and automated vehicle trials and Opal Park&Ride carparks for commuters were just some innovations where technology and community needs shaped the outcomes that improved the quality of people's lives.

The people of Transport worked around the clock to fix roads, rail and infrastructure to support devastated communities rebuild their lives and help industry recover after drought, floods and bushfires. While there is more to be done across the State, we are proud of the contribution our people made to reunite families and to get people and businesses impacted by the devastating bushfires and floods moving again.

Transport is also proud to have kept the transport network running during the COVID-19 pandemic. We supported customers to get to jobs and appointments safely, and to get goods to their destinations. Our enhanced cleaning regime contributed to no customer or staff member contracting or spreading the virus on our network across NSW in 2019-20.



On Demand public transport making it easier for customers to connect to key transport hubs.

A year of supporting NSW through some tough times

Supporting NSW during and after the drought, bushfires and floods

The devastating impact of the drought, bushfires and floods through 2019–20 saw the people of Transport double their efforts assisting regional and rural communities and businesses.

We delivered improvements to local roads and bridges during the drought so that lifesaving feed, water and stock could be moved safely and quickly to the farms that needed them. Our teams also worked around-the-clock clearing, rebuilding and reopening of State highways, roads and rail lines during and immediately after bushfires so people and businesses could begin recovering and students could travel to school.

On 2 January, near Currowan on the South Coast – the Rural Fire Services handed the Princes Highway to Transport which was damaged along a 20 kilometre stretch by fires burning from all directions. Crews worked through the night in catastrophic conditions to open the highway at 4am the next day and a queue of vehicles, more than 30 kilometres long, was able to pass safely.

The bushfires were eventually subdued, but only by the intensity of rain and flooding – and our efforts were reinforced. Almost 1000 Transport staff were on the ground from the Northern Tablelands to the Far South Coast working alongside emergency response teams to keep critical lifelines open and safeguarding communities.

Our work through the bushfires and floods included clearing thousands of trees, other vegetation and debris from roads; replacing damaged road surfaces, train tracks and sleepers, safety barriers and guardrails, culverts and 2000 signs; building new retaining wall structures, corridor fencing, wildlife containment and rest stops.



The Gwydir Highway near Glen Innes in Northern NSW being cleared of debris following the summer bushfires.

Damage to repair... by the numbers

- 880 km of State roads and 23 assets mostly along rail corridors were damaged or destroyed, Transport collaborated with councils and emergency services to repair and restore capacity to the network.
- Major arterial roads impacted by fire included Kings Highway (35 km), Oxley Highway (50 km), Gwydir Highway (70 km) and Princes Highway (158 km).
- On a local level, there were 150 km of damaged roads, 48 bridges destroyed and 17 damaged, with repair estimates exceeding \$83 million.
- The swift rebuilding effort by almost 1000 Transport staff in the immediate aftermath of the fires kept critical lifelines to regional NSW open.
- The State's main western railway line through the Blue Mountains required more than 150,000 hours of work to rebuild track infrastructure damaged by fires and flooding.
- Thousands of still-smouldering dangerous trees were felled and cleared.
- 2000 burnt road signs and 1000 guide posts were replaced, and 10 km of guardrails were fixed.

Getting goods to drought affected areas that need it

The NSW Government committed more than \$1 billion to support farmers and their families during drought conditions. To assist in the drought relief effort, Transport developed a range of initiatives to provide feed, water and stock to affected areas.

In early 2020, we helped a convoy of 14 road trains with hay and goods such as clothes and perishable items travel from Western Australia to drought and fire-affected Cooma. Each road train was 79 tonnes and to ensure conditions were safe, we assessed over 100 bridges so the 1100 tonnes of relief freight could enter and make it across NSW to aid communities in need.

We also prioritised the processing of over 2500 heavy vehicle permits for vehicles transporting feed, water and stock in drought-affected areas as well as refunding the permit application fee.

To improve access for heavy vehicles delivering drought relief, we supported councils with the cost of maintaining and improving their roads and roadsides. We invested \$15 million across regional NSW with almost 80 per cent being injected into NSW's most drought-affected communities. More than 70 local roads were improved to assist farmers in the movement of livestock, produce and agricultural equipment, and included road widening, pavement work, improved signage and vegetation clearing.

Since our drought initiatives started, more than 700 kilometres of road has been upgraded to enable better access for heavy vehicles travelling to drought-affected communities across NSW.



Work underway to clear a landslide on the Jenolan Caves Road.

Supporting the local community after the fires and floods

Jenolan Caves, a popular World Heritage precinct and loved tourist attraction, was heavily impacted by the closure of Jenolan Caves Road, a key access road. The road suffered extensive damage from bushfires then landslides caused by flooding during the past year. Knowing the importance of this access road to the local community and those running hotel and hospitality venues in Jenolan, we worked in shifts around the clock to repair the damage as quickly and safely as possible.

Working in difficult terrain for several months, a combination of methods was used, including drones and abseilers, to get into hard-to-reach places.

Transport crews undertook huge repair and clean-up work, removing nearly 600 fire-damaged trees, clearing debris from hundreds of major and minor rock falls that were blocking the road, and removing nearly 1000 tonnes of unstable slope material from the area. Repairs also included replacing 2.5 kilometres of damaged guardrail.

The re-opening of Jenolan Caves Road just before the June long weekend was welcomed by the local community and COVID-19 affected tourist operators. It coincided with the easing of regional travel restrictions and the tight-knit community was now able to welcome, and benefit from, visitors to the heritage-listed area once again.

Keeping customers safe during the pandemic

In March 2020, we established the Transport COVID-19 Taskforce to identify and address the transport impacts of the pandemic on our people, customers and businesses across NSW.

Objectives of the Transport COVID-19 Taskforce were:

- maintain the continued operation of the transport network – public transport services, roads, freight, taxis and other point to point transport services
- ensure the safety of customers
- safeguard our people.

To meet these objectives, the Taskforce collaborated and engaged with internal and external stakeholders from across Transport and the transport sector. They included government and private transport operators, the freight industry, unions, major employers and NSW Government agencies particularly NSW Health, NSW Police, Service NSW and the Department of Education.

Hallmarks of our response included supporting private transport operators with guidance so they could continue to provide their services; implementing an extensive cleaning regime in addition to standard procedures resulting in our cleanest public transport network ever, and continually communicating operational changes to our customers.

We supported our people by expediting working from home, starting with those identified as most 'at risk' and fast-tracking new leave arrangements. For people who could not work from home, like drivers or guards on the front line, we put in place a range of operational safety measures to ensure all steps were taken to keep our people safe. We focused on people's mental health and wellbeing with the introduction of new tools and resources, and we widely promoted our Employee Assistance Program.

Our efforts resulted in no reported cases of customers or Transport workers contracting or spreading COVID-19 on our transport networks throughout 2019–20. In addition, we continued to run a full timetable of services even when patronage across all public transport modes plummeted by up to 80 per cent at its lowest point in April. This meant that people who needed to travel, were able to use public transport safely, and 98 per cent of our services complied with physical distancing guidelines.

COVIDSafe Transport Plan supports NSW

Working with industry, government, unions and private operators, the Government published a COVIDSafe Transport Plan on 18 May 2020 to help people travel safely and return to jobs. It would support a COVID safe economy for NSW.

The Plan was a coordinated transport-sector response to the pandemic including the safe use and operation of all public transport modes, roads, waterways, rideshare, taxis, active transport like cycling and walking; and the flow of freight into and out of NSW.

Extensive use of data and analytics underpinned the Plan, which helped to slow the spread of COVID-19 and support a COVID safe economy. We published an update on 1 July 2020 in line with advice from NSW Health to respond to the changing environment, altered travel patterns and the easing of restrictions.

The four elements of the COVIDSafe Transport Plan are:

Public transport

Throughout the pandemic, Transport operated a full timetable of public transport services to help physical distancing for those who needed to travel. The safety of our customers and transport workers was our priority and initiatives to maintain their safety and wellbeing on public transport services and interchanges included:

- Improved customer access to real-time information regarding how full a bus, train, metro, ferry or light rail service was through apps, social media, information screens and the transportnsw.info website. This helped customers make informed decisions about the safest modes and times to travel.
- From 2 March to 30 June, an extra 1182 cleaners conducted more than 550,000 hours of extra cleaning across all modes of public transport – metros, trains, buses, ferries, light rail and point to point transport vehicles like taxis, rideshare and hire cars. Extra cleaning was also applied to stations, stops, wharves and depots.
- We set up cleaning stations at major transport interchanges and mobile cleaning squads across the network to disinfect high-traffic areas throughout the day.

- Green dot stickers for physical distancing were developed and distributed for all public transport modes to show customers safe places to sit and stand. Guides were prepared on the safe placement of the green dot stickers and were sent to more than 600 transport operators across NSW.
- NSW TrainLink services had to be pre-booked in line with physical distancing guidelines, and catering and cash handling were minimised.
- Marshals were deployed to major interchanges to assist customers to physically distance or to provide advice.
- More than 3300 extra bus and train services were scheduled in metropolitan areas during off-peak periods to increase capacity. And we introduced a three month promotion to reduce the cost of travelling on off-peak services by 50 per cent, to encourage customers to travel during off-peak periods.

Walking and cycling

As the outbreak continued, residents in regional and urban areas who needed to commute were increasingly walking and cycling. Transport promoted this behaviour

in public communications and with initiatives to support the new travel patterns such as:

- New pop-up cycleways across high priority routes across Sydney including at Randwick, Parramatta and the Sydney CBD, as well as in key commuter areas throughout Greater Sydney.
- New pop-up cycleways in towns throughout regional NSW such as Newcastle, Wollongong, Goulburn, Batemans Bay and Nowra.
- To keep pedestrian and cyclists safe, lower speed limits were planned across 10 locations in the City of Sydney and speed reductions down to 30 km/h in Manly and Liverpool.
- Touchless pedestrian sensors across selected Sydney CBD locations and health precincts were introduced.

Point to Point Transport – rideshare, taxis, hire cars

Transport worked closely with the point to point transport industry by providing them with advice and initiatives for operating safely. Initiatives included, vehicle cleaning stations across NSW beginning with Alexandria and Dubbo where vehicles and all high-touch surfaces could be cleaned daily for free.



The pop-up cycleway on Sydney Park Road, Erskineville.

Roads and parking

Despite reductions in traffic, we continued to actively manage the road network to enable efficient travel for people who needed to use roads, and for businesses including freight deliveries. Initiatives included:

- Additional car parking near the Sydney CBD at Moore Park, was set up in May. The aim was to encourage people to drive and walk to jobs or other activities and free up public transport for those who did not have other options.
- Consultation with the freight industry and advocacy on its behalf so that road, rail and maritime freight operations could continue working efficiently as restrictions were being introduced. Throughout regional NSW we worked to ensure that facilities remained open so heavy vehicle drivers could continue to keep essential goods moving across the State. We were regularly updating guidance for freight workers and the industry on a new dedicated freight webpage, as well as directly through newsletters and emails.

Supporting our people

The spread of COVID-19 had significant implications for our workforce of more than 28,000 people by dramatically changing the way we worked and by posing risks to the health and safety of our people, particularly frontline workers who were unable to work from home.

Safety was our priority and we worked quickly to implement measures to protect our people. All those who could work from home were asked to do so, and on-the-job measures for our frontline people such as station staff and bus drivers were implemented.

Measures included additional cleaning and disinfecting, setting up exclusion zones for bus drivers and guards, supporting the installation of driver protective screens, closing the front Opal reader on buses, no cash handling on Sydney and outer metropolitan buses, and the extension of the Spitting and Coughing Order penalties to transport workers. Our data and extensive monitoring led us to rapidly respond to crowding and other issues.

The way we worked was transformed as 700 staff with formal working from home arrangements grew to more than 10,000 staff working from home between March and early May.

Arrangements for employees through self-isolation, quarantine, or school closures included wellbeing support and paid leave. In line with Australian and NSW governments' recommendations, staff at risk of severe complications from COVID-19 were supported to work from home where possible or provided with paid leave to reduce their risk of exposure to the virus.

Our COVID-19 general enquiries line, which operated 24/7 through March and April, meant our people could access support whenever they needed it.

We took a caring approach to support people with the aim of ensuring, as far as possible, a positive experience. We supported our leaders to deal with people-related decisions compassionately.

A comprehensive communications and engagement framework with our people was established early.

Communicating to our people, our customers and transport operators

Our people

We used a range of channels to communicate to our people from the early stages of the pandemic.

From the Transport Secretary and the Executive team, there was intense focus on communicating clearly and concisely to ensure our people felt engaged and supported through the pandemic.

Communications channels included:

- daily all-staff emails (audience of 28,000)
- twice weekly leaders' livestreams (5000)
- daily leaders' emails (5000)
- stayinformed.com.au website (28,000)

All staff emails were sent daily, sometimes twice a day, making sure our people were kept up to date on what to know and do in response to breaking news and changes in as near to real time as possible.

Stayinformed.com.au website was a central information hub for staff providing the latest transport news and information on COVID-19. This included videos, question and answer sections, application forms for services and leave, mental health resources and support and targeted information for leaders and our people. The site was continuously updated and adapted to be engaging, relevant and a useful source of information for all our people.

From 15 March to 30 June Stayinformed.com.au had:

- 98,479 page views
- 59,782 visitors
- 69,019 visits

Weekly leaders' livestreams hosted by the Secretary, the Chief People Officer and the Chief Medical Officer provided a further channel for information sharing and allowed staff to ask questions directly to the leadership team. This was followed up with an email to reinforce messaging to leaders and recordings of the livestreams were posted to stayinformed.com.au allowing those who missed sessions to catch up.

Customers

Consistent and regularly updated information on transport services, at stations, stops and wharves, on apps, and social media platforms was critical to informing customers on health advice and staying safe.

We ran major public information campaigns on a range of safety and travel topics that supported the State's restrictions. They included maintaining physical distancing, checking the capacity of public transport services before boarding, and holidaying at home.

Customer channels

Some of our campaigns included:

- Facebook – we posted 42 COVID-19 related posts between 2 March and 30 June. Overall reach was 3.5 million.
- Facebook – 'Holiday at home' campaign – 4.77 million impressions.
- Facebook and LinkedIn – 'Essential workers in construction' campaign achieved 1.2 million reach with more than 350,000 views for both.
- Facebook and LinkedIn – 'Managing transport demand' campaign achieved 1.48 million reach and 3.86 million impressions on digital mobile.
- 1500-plus station indicator screens displaying safety messages and real-time occupancy information at more than 300 train stations.
- Safety updates on 1420 bus CCTV screens and on B-Line buses and bus stops.
- 4.64 million customers were sent a digital customer newsletter on 'Slowing the spread of COVID-19' with a very high open rate.

- Alerts on the Opal Travel app reaching more than 3 million users with a delivery rate of 93 per cent.
- Transportnsw.info website was kept up to date with COVID-19 news achieving 418,000 page views to 30 June.
- 310 variable message signs provided advice to drivers on metropolitan and regional roads.
- More than 1.3 million physical distancing green dot stickers were distributed to transport operators spread across 900 locations.
- More than 31,000 posters were placed on public transport interchanges, stations, stops and wharves.
- Thousands of corflute signs and decals displaying physical distancing messages were on lifts, escalators and Opal ticketing machines at train stations across NSW.
- Newspaper, radio and television media announcements.

Transport operators and businesses

Transport managed a consistent approach for all public transport services across NSW.

We provided information and advice to transport operators of every mode and across metropolitan, outer metropolitan and regional parts of the State. Transport has hundreds of service contracts ranging from large businesses to much smaller family-run businesses.

We set up a transport operators and providers SharePoint site which provided operators with an extra way to communicate with Transport. On the site, transport operators could read advice on topics like safety, cleaning and physical distancing, as well as order decals and download customer posters or voice announcements on the importance of personal hygiene and physical distancing.

We engaged with more than 300 businesses and peak employment bodies to keep them and their staff informed on their travel choices. These organisations represent more than one million workers across metropolitan and regional NSW. In addition, two information sessions updated about 60 peak business leaders on the COVIDSafe Transport Plan.

Planning a safe trip with real-time data

Transport enhanced its world-leading 'jelly baby' system using colour indicators or symbols of people to show the real-time COVID safe capacity and occupancy of public transport services. These were displayed on train station platforms, e-link bus stops and B-Line stops, transportnsw.info, the Opal Travel app and third-party apps to show customers the occupancy of bus and train services across Sydney. By looking at the indicators, customers could decide which service to catch, or even what carriage to enter, for safe physical distancing.

We also created patronage data sets each week which meant customers could predict occupancy levels on trains, buses, metro, ferries and light rail services at particular times of the day. This was also displayed on transportnsw.info and the Opal Travel app so customers could plan ahead.

The Travel Insights dashboard on transport.nsw.gov.au compiled all such data for easy viewing by public transport mode, day of the week or by key commercial centres in Greater Sydney and regional NSW.

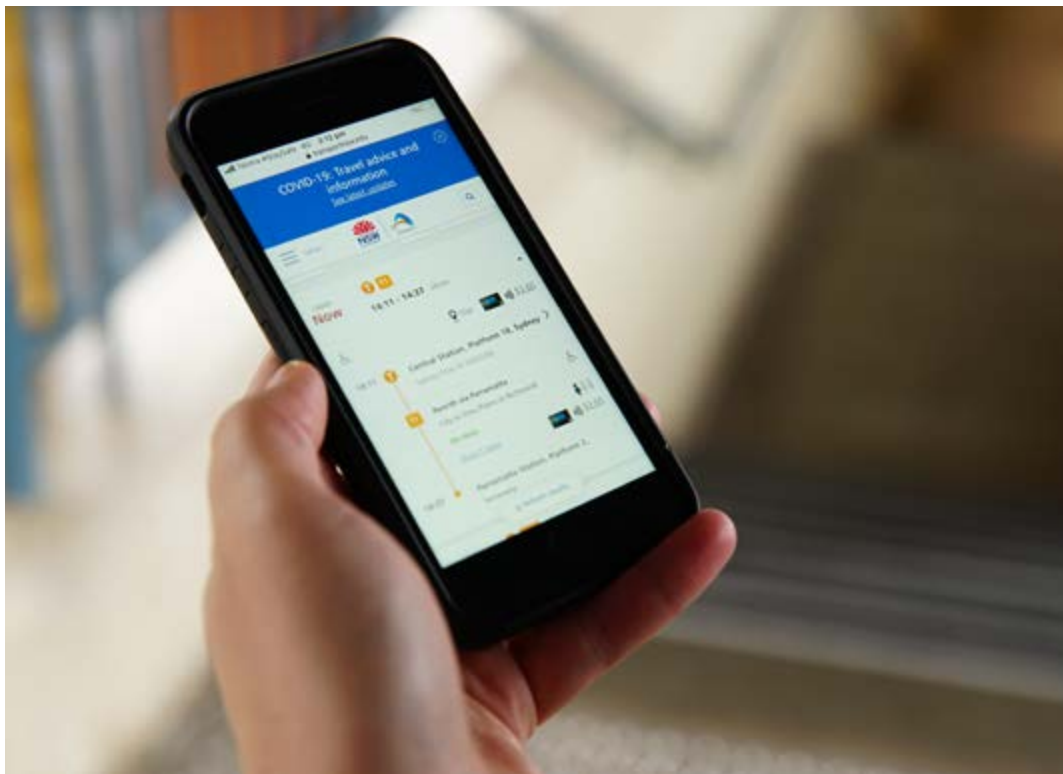
Transport also used real-time data, analytics and insights to determine where extra services, cleaners, marshals and support teams were deployed.

Cleaning enhanced to slow the spread of COVID-19

In early 2020, a host of cleaning initiatives were rolled out across NSW as part of an enhanced cleaning program to ensure the public transport network and point to point transport vehicles, such as taxis and hire cars, were clean and safe.

The enhanced cleaning program enabled the continued safe operation of public transport, which was fundamental in slowing the spread of COVID-19 and supporting the NSW Government's plan for a COVID safe economy.

It included delivering Infection Control Cleaning Guidelines to all transport operators recommending additional cleaning, how it should be conducted and its frequency.



The world-leading 'jelly-baby' system showing real-time occupancy of public transport, enabling customers to make informed travel choices.

Cleaning by numbers:

Up to 30 June we spent over \$30 million from the NSW Government's Economic Stimulus Package on:

- more than 550,000 additional hours of cleaning on public transport and transport hubs
- more than 1180 additional cleaners
- new bus layover cleaning at 16 interchanges across NSW, which cleaned 33,049 vehicles from 11 May to 30 June
- in-transit train cleaning
- 6389 taxis, rideshare and other point to point transport vehicles were cleaned for free at two vehicle sanitisation stations across NSW between 16 April to 30 June
- 2000 train carriages disinfected every night
- deep cleaning of three transport interchanges and precincts
- deep cleaning of coaches used to transfer more than 29,000 passengers to mandatory hotel quarantine up to 30 June
- more than 320 customer sanitisation stations across public transport.



Enhanced cleaning has kept public transport clean for the safety of our customers.

Return to school

From 30 March, 95 per cent of students in NSW were learning from home, and by the end of May, students had returned to school.

We worked closely with the Department of Education and NSW Health on the return to school plan for the safety of students and transport workers.

NSW Health advised that children were at lower risk, and green dot stickers were not placed on buses that were used only to provide school services.

Based on this advice, operators were informed that no school students were to be left behind and that school students were to be given priority over other customers, even if it meant that a service exceeded physical distancing capacity.

Public information campaigns reinforced that students who were unwell should not be using public transport, and emphasised the importance of physical distancing and good personal hygiene.

Effectively managing the safety of School Crossing Supervisors ensured we were able to continue to provide this invaluable service without interruption to NSW communities. Maintaining this service helped to assure parents and carers that their children were safe when travelling to and from school, even when there were fewer people around and driver awareness may have been reduced.

Supporting jobs and the economy

Transport is a key part of the State's COVID safe economic recovery. It is helping people travel safely and return to jobs, and this provides certainty for businesses.

Throughout the shutdown our construction sites continued operating, and we implemented a faster payments initiative to increase cash flow into the economy and support the construction sector.

When restrictions were placed on the Queensland and Victorian state borders we negotiated across jurisdictions to enable construction workers who lived over a border to gain access and work in NSW.

To keep our people working and contribute to the economy, Transport accelerated \$100 million of maintenance projects for roads and rail.

Most of the money was allocated to roads with the renewal of pavements, improvements to safety including audio tactile linemarking, and repairs for bridges and culverts. Most of the rail component was for rail maintenance including signalling, control systems and track upgrades.

The reduction in traffic volumes following travel restrictions meant additional access hours were possible, thereby enhancing the delivery of infrastructure and maintenance work. We were able to fast-track the closure of the M5 East Motorway between King Georges Road at Beverly Hills and Marsh Street at Arncliffe, so the main tunnel could be resurfaced. The intersection of Church and Phillip streets in Parramatta was temporarily closed for two weeks to carry out vital work for the Parramatta Light Rail. Given the success of this work, maintenance in the Sydney Harbour Tunnel was fast-tracked over the ANZAC Day long weekend.

In regional NSW many projects were also brought forward, including resurfacing work in bushfire-affected communities on roads such as the Kings Highway, widening of the Newell Highway, and boosting safety on the Mitchell Highway with the addition of 400 kilometres of rumble strips.

The Australian Government provided a \$191 million boost to the NSW Government's \$500 million Fixing Local Roads program which support regional councils' maintenance work on local roads. The boost was to stimulate the economy and provide jobs in regional NSW.

We provided a \$12.6 million support package for the taxi industry giving them some relief during the COVID-19 shutdown and so taxis could stay on the road.

Supporting freight by road, rail and sea

Transport supported the efficient operation of the freight supply chain within NSW, across State and national borders during the COVID-19 pandemic.

By road

Transport supported road freight supply chains so that road freight could continue to operate efficiently.

When restrictions were applied to restaurants and cafes, the NSW Government allowed truck stops and roadhouses to provide dining facilities and amenities for heavy vehicle drivers, and their passengers, to ensure they continued to operate.

We worked closely with other states and territories to ensure land-based freight, transport and logistics businesses gained exemptions to border restrictions. Our live traffic maps provided advice for freight operators who needed to travel across state borders where border restrictions were in place. We worked with other NSW and interstate government agencies to establish dedicated freight lanes at key NSW border checkpoints to ensure the prioritisation of freight movements across interstate borders.

Transport has worked with local government and the industry to assess and approve Higher Productivity Vehicle permits for longer more productive vehicles to access key distribution centres in Western Sydney.

By rail

We worked across industry to ensure that rail freight was prioritised in the pathed and planned live run environment in recognition of the essential nature of freight. We introduced protocols to share real-time network disruption information via the Rail Operations Centre to ensure rail operators could respond and adapt to network delays.

Due to the increased demand at the beginning of the pandemic and to improve freight efficiency, we partnered with the Australian Rail Track Corporation to approve longer, heavier trains on key interstate corridors up to 1660 metres – an increase from the previous limit of 1500 metres.

The regular Consumer Price Index increase of access fees was not implemented and payment terms for access fees were temporarily increased from 30 to 90 days on networks controlled by Transport.

This provided freight rail operators with financial support in recognition of the additional costs and requirements needed to implement COVID safe practices.

Transport worked closely with NSW Health to ensure that the unique transit needs of rail freight drivers and crew were addressed to keep freight services moving. This resulted in vital exemptions to ensure freight workers could keep on working and moving freight in and across NSW.

Airport operations

From March, we provided buses to transport quarantined passengers arriving at Sydney Airport – who were not showing any symptoms of COVID-19 and were cleared by NSW Health – to hotels in Sydney under Australian Federal Police escort. This seven-day-a-week operation transferred passengers from overseas to hotels for mandatory quarantine.

The operation included return bus transport from Sydney hotels to Sydney Airport for transiting passengers who received exemptions from NSW Health to travel to other Australian states or internationally.

The operation was ongoing and was later to include passengers from Australian states. As of 30 June, we had transported more than 29,000 overseas passengers.

By sea

NSW ensured that international maritime freight could continue to operate despite restrictions on overseas movements into Australia. We liaised with the Port Authority of New South Wales and industry as restrictions were applied to vessel arrivals and on any issues raised.

We engaged with government agencies to ensure that maritime crew could disembark to undertake essential tasks and that required people could board a vessel.

Choosing new ways to travel

Transport's Secretary and other executives and staff have personally engaged with businesses and peak employment bodies on the current and future impact of COVID-19 on transport services through the Travel Choices program – our travel demand management program.

Travel Choices provides support for those shifting to more sustainable ways of travelling around Sydney with aims to:

- deliver long term behaviour change and sustainable travel patterns

- change travel demand by redistributing customer trips to other modes, times or routes, or by removing the need to make trips altogether.

In response to the COVID-19 outbreak, the COVIDSafe Travel Choices project was launched to help businesses and their employees make the right decisions about if, when and how to travel for work as restrictions eased and businesses transitioned to their new normal.

To support businesses a COVIDSafe Travel Choices Transition Tool Kit was developed which comprised a suite of resources including a Travel Action Plan, travel policies and procedures checklist, an employee survey to help businesses understand how their employees travel to work, and a range of communications resources to help share messages with stakeholders.

To date the program has provided support and advice to over 300 businesses and organisations across Greater Sydney.

The COVIDSafe Travel Choices program and resources can be found at www.mysydney.nsw.gov.au/covidsafetravelchoices

Crossing the Queensland border

On 11 April the Queensland Government implemented restrictions on the Queensland/NSW border.

During the border closure, people with essential reasons to cross the border could apply for a border declaration pass which was being assessed at checkpoints on the border.

NSW TrainLink services that crossed the border temporarily ceased at Tweed Heads. Transport staff were on-site or on call helping to manage customer issues including declaration passes, and issues of drivers who were in queues on roads attempting to cross.

People in the freight industry with valid declaration passes were allowed to cross the border so deliveries to businesses and consumers would not be interrupted.

We supported real-time customer messaging for the Queensland border closure by SMS and by continual updates on NSW TrainLink's website.

Restricting driver testing

Driver testing temporarily ceased for three months and resumed from 1 July 2020 with safeguards such as disposable seat covers, gloves, and hand sanitiser.

In preparation for expected high demand, Service NSW hired an additional 50 driver testers across NSW to increase the number of tests available to customers. Pre-COVID there were about 4800 driver tests every week but we are planning to increase capacity to about 6500 tests a week to address the backlog.

Game-changing infrastructure

Transport infrastructure transforming our cities

Connecting communities with light rail

Light rail has transformed Sydney's George Street into a more attractive place to visit with the creation of a sleek pedestrian boulevard. It has also been a catalyst for redevelopment along the light rail corridor with \$6.16 billion in planning and construction since 2015.

The light rail has made the city cleaner and greener as it has been engineered to minimise environmental impact – the energy efficient electric-powered light rail produces minimal noise and no vehicle emissions. Over the next 30 years, the project will reduce greenhouse gas emissions by 663,000 tonnes resulting from reduced bus and car use.

The integrated 12 kilometre Sydney Light Rail network, completed in 2019–20, gives customers reliable, turn-up-and-go public transport with services around every four minutes in the CBD and every eight minutes in the South East (weekdays, 7am and 7pm).

The combined light rail and redesigned bus network significantly improves public transport access to major sporting and entertainment facilities at Moore Park and Randwick, as well as the University of NSW, TAFE and the health precinct.

It is not only eastern Sydney that will benefit. Construction started in 2019–20 on the \$2.4 billion Parramatta Light Rail connecting Westmead to Carlingford via the Parramatta CBD and Camellia and it is expected to open in 2023. The network will span 12 kilometres with 16 stops offering turn-up-and-go services during peak periods to the people of the Central River City.

In 2019–20 we began converting the railway line to light rail in Carlingford, undertook road work in Westmead and operated two micro-tunnelling machines underground, having completed nearly 600 metres of micro tunnelling in Parramatta's CBD.

The project is playing an important role in creating jobs and supporting the NSW economy, and we expect to generate around 5000 direct and indirect jobs. With 3000 people already working on the project, it won't be long until the people of this city also enjoy turn-up-and-go services and a revitalised CBD.



CBD and South East Light Rail – Line 3, the route from Circular Quay to Kingsford opened to customers on 3 April 2020.

New tunnels keep drivers moving and communities safer

The first underground section of Australia's largest road infrastructure project, WestConnex, opened in July 2019 with the new M4 tunnels between Homebush and Haberfield. The tunnels have transformed road travel in Western Sydney, with road users able to drive on the M4 between Penrith and the Inner West of Sydney without stopping at a single traffic light. In addition drivers can bypass the pinch point at the end of the M4 in North Strathfield, one of Sydney's worst traffic congestions points. Drivers travelling on the M4 between Parramatta and Haberfield are now able to bypass 42 sets of traffic lights.

The tunnels have also benefited neighbourhoods with less traffic on local roads and around 10,000 trucks a day no longer travelling on Parramatta Road. The construction provided an economic boost for Western Sydney and supported more than 4000 direct and indirect jobs including almost 200 apprenticeships or traineeships.

The M8 Motorway opened in July 2020 and the nine kilometre twin tunnels save drivers around half an hour between Liverpool and South Sydney during peak periods. Drivers now travel with better reliability and spend less time in traffic. Above ground, there is also six hectares of new open space at St Peters and 14 kilometres of shared cycleways and walkways.

More than 18,000 people worked on the M8 and construction created more than 4400 direct and indirect jobs.

Working in partnership with the Australian Government and the private sector, we are delivering WestConnex in stages, with the M4-M5 Link and Rozelle Interchange opening in 2023. When completed, WestConnex will provide drivers with a 33 kilometre, traffic-light-free road network.

The nine kilometre NorthConnex tunnel is not far behind and is scheduled to open in 2020. The first end-to-end drive through of the tunnel has been completed marking a major milestone for the M1-M2 link in Sydney's north.

This tunnel has the capacity to carry more than 100,000 vehicles a day and will take up to 5000 trucks a day off Pennant Hills Road, giving local roads back to the community, boosting safety for pedestrians and cyclists, improving local air quality and reducing traffic noise.

It will also allow drivers to avoid 21 sets of traffic lights along Pennant Hills Road and save up to 15 minutes travel time, delivering a faster, safer, more reliable and more efficient journeys for road users.

NorthConnex has also contributed significantly to the economy by creating 8700 jobs for NSW over its construction.



Aerial view of the Rozelle Interchange which when complete will provide connectivity to the M4-M5 Link Tunnels, the City West Link, and underground bypass of Victoria Road.

More trains and more services across Greater Sydney

The train network across Sydney experienced a 30 per cent increase in patronage from 2013-14 to 2018-19 and the number of trips increased by over 100 million, to over 400 million trips per year. To meet this increased customer demand and future demand, we are delivering more trains and more services across Sydney, alongside Sydney Metro and increased light rail services.

In 2019-20, \$3.2 billion was committed over four years to the More Trains, More Services program. Delivering in partnership, we have already provided more than 1700 extra services across the network, including peak hour express services between Parramatta and Sydney.

The first two of 17 new, air-conditioned, high-tech, Waratah Series 2 trains have been delivered and are currently being tested. These new trains will be ready for passengers from the second half of 2020 and will operate on the T2 Inner West & Leppington Line, T3 Bankstown Line and T8 Airport & South Line.

The other trains will be delivered during 2020-21 and will bring the total for our new Waratah fleet to 41. These new trains will deliver greater comfort for customers and spend less time in maintenance and more time on the tracks, with improved technical capability for preventative maintenance.

Western Harbour Tunnel and Beaches Link

The proposed Western Harbour Tunnel and Beaches Link has been designed to integrate with the broader transport network and offers a western bypass of the CBD. As the third road crossing of Sydney Harbour, it will tackle congestion on some of Sydney's busiest roads, significantly improving journey times and reliability for around 2.5 million people who use the Sydney Harbour Bridge and Sydney Harbour Tunnel road crossings every week.

Drivers will save up to 20 minutes between Leichhardt and North Sydney, 20 minutes between Sydney Olympic Park and North Sydney, and 15 minutes between North Sydney and Sydney Airport. It will also provide new levels of access to jobs, recreation and services such as schools and hospitals. The Warringah Freeway Upgrade section will increase safety for drivers, make public transport more reliable from the Northern Beaches and deliver new and upgraded cycling and walking links. The project is in the planning and proposal stages, receiving feedback from the public and responding to issues and concerns raised.

Sydney Gateway

Sydney Gateway will strengthen Sydney's position as a global city, transforming the Sydney Airport precinct and improving the existing roads making journeys easier, faster and safer. Upon completion, it will deliver an iconic gateway to the city of Sydney and the State. The upgraded roads will have capacity to carry 100,000 vehicles a day and provide a new route for around 10,000 heavy vehicles a day. Construction will deliver significant jobs and an economic boost, with more than 1000 workers to be employed.

In 2019-20, we received submissions on the planning that have led to improvements such as better cycle and pedestrian connections, and more open space. We expect to start building in early 2021.

Transport infrastructure transforming the regions

New Intercity Fleet

Thousands of customers travelling between Sydney and the Central Coast and Newcastle, the Blue Mountains, and the South Coast will soon enjoy a new, state-of-the-art fleet of 55 intercity trains.

The trains will provide a new level of comfort and convenience as well as improved safety with better onboard technology, better accessibility for people with disability and mobility constraints, comfort and features such as charging stations for mobile devices and dedicated space for luggage, prams, bicycles and wheelchairs. The new fleet offers modern and safe public transport for customers to connect with services, jobs, education and recreation facilities.



Testing of the state-of-the-art New Intercity Fleet trains.

The first two 10-carriage trains of the New Intercity Fleet arrived in December 2019 and have been undergoing extensive testing both at the maintenance facility centre in Eveleigh and on the Intercity network. The remaining trains will arrive progressively from 2020 in preparation for the commencement of the new passenger services.

Apart from welcoming the first of the New Intercity Fleet trains to Australia in 2019-20, we commenced extensive train testing, completed enabling works on the Blue Mountains Line and worked on station, signalling and technology to support the new, modern trains.

To service and maintain the new fleet, a purpose built train maintenance facility is being built at Kangy Angy. The project has already created more than 300 local jobs during the construction phase of the project. The train maintainer will operate the maintenance facility, providing long-term, sustainable local jobs and it is anticipated that there will be around 90 permanent jobs created when the facility starts operating.

A new regional fleet

We are planning and designing a new regional fleet to improve safety, amenities, accessibility and reliability for customers travelling from Sydney to regional centres in NSW, as well as Canberra, Melbourne and Brisbane.

The new fleet will be greener and the first trains in Australia to use bi-mode technology, a diesel-electric hybrid which will reduce carbon emissions by 540 tonnes a year. It is also cheaper to run with approximately \$2 million saved on diesel fuel costs annually.

The first new trains are expected to be running from 2023.

A purpose-built maintenance facility will be built in Dubbo to service the new regional rail fleet. Locating the train maintenance facility in regional NSW will create long-term, sustainable jobs including traineeships and apprenticeships. To achieve this Transport has developed a regional Jobs, Skills and Industry Participation Strategy to maximise opportunities for people and businesses in Dubbo. It is estimated that the regional rail project could generate around 200 jobs in the peak construction phase of the train maintenance facility and around 50 long-term jobs for the ongoing operation of the train maintenance facility.

Fast rail to support regional NSW

The Government's vision is of vibrant and growing regional economies, providing local residents with more jobs, greater opportunities and a better quality of life. A key element of this vision is better connectivity between regional centres, cities and international gateways. Faster rail services can help achieve this and four routes that have been identified as the starting point for NSW's fast rail network:

- Sydney to Newcastle–Port Macquarie
- Sydney to Wollongong–Bomaderry
- Sydney to Central West
- Sydney to Canberra.

International experience has demonstrated that fast rail networks can be achieved in stages, with each stage delivering immediate benefits for regional customers while stepping closer to the transformational fast rail vision.

An inland freight railway to help regional businesses

Transport is working with the Australian Government on a 1735 kilometre dedicated freight line connecting Melbourne and Brisbane via regional NSW. This will create improved supply chain opportunities for all regional NSW producers and exporters and we are ensuring the Melbourne–Brisbane Inland Rail connects to our existing regional freight network. The new freight line will use the existing interstate rail line through Victoria and southern NSW but will require around 600 kilometres of track upgrades and around 400 kilometres of new railway through central and northern NSW into south-west Queensland.

Recently the project was given a priority status to be accelerated to deliver direct and indirect regional employment opportunities to support the COVID-19 recovery.

Roads and bridges connect people and businesses

Transport for NSW has responsibility for 18,000 kilometres of State roads, about 3000 kilometres of regional and local roads and more than 5000 bridges.

Upgrades of motorways, local roads and bridges are not just about infrastructure, each upgrade plays a role in helping people stay connected and businesses to operate successfully.

The \$391 million Tuggerah to Doyalson, and Kariong to Somersby upgrades opened to traffic in mid-2020. These were the two final stages of the M1 Pacific Motorway upgrade. These upgrades have improved traffic flow and safety, making it easier to move freight between Sydney and Brisbane and providing a more reliable and efficient journey for drivers on one of Australia's busiest roads.

The New England Highway, the Pacific Highway between Woolgoolga to Ballina, the Princes Highway, and the Newell Highway are some of the many highways we upgraded this year.

There were bridges across NSW that we built, like the 525-metre long Grafton Bridge on the North Coast and the new Gee Gee Bridge near the Victorian border; and many more that we upgraded.

The \$145 million upgrade of the Monkerai Bridge which crosses the Karuah River in the Hunter Region was opened to traffic and pedestrians in May after 16 years. This heritage bridge now meets current vehicle loads and safety standards and is saving time for motorists.

The Monkerai Bridge upgrade was part of the \$528 million Bridges for the Bush program which is increasing road freight productivity and decreasing timber bridge maintenance.

Technology transforms travel

Using technology to transform the customer experience

Making your trip easy to plan

Customers requested 169 million trip plans in 2019–20 using transportnsw.info, the Opal Travel app or a Transport bot. Almost 21 million trip plans across NSW were requested in January 2020 alone.

With over 48 million visits in 2019–20, transportnsw.info is the known and trusted source for trip planning, ticketing and regional bookings – accessible to all and personalised for each customer.

A new Trip Planner was released during the year using the latest technology and coding standards. Customers can now compare public transport options with other options such as walking, cycling and rideshare. We have improved real-time information, added a 'follow me' option to track a customer's location on a map, added historical capacity data and integrated the new light rail services into the planning tool.

We also launched the Opal Connect account on transportnsw.info, a new ticketing and payments option that allows customers to earn up to \$2 in travel credits from On Demand trips that connect with another Opal enabled transport service.

In June 2020, we launched a new Live Traffic website which was more robust and could scale up so customers could quickly access information during emergencies and major incidents. The upgrade improved user experience

across mobile phones, tablets and desktops. Individual icons make it easier to understand the types of incidents impacting the road network, with colour-coding to indicate severity. Incidents causing heavy traffic conditions receive a bold, red icon allowing users to easily identify them and plan their trip accordingly.

The next phase of the website upgrade includes additional data for regional councils and cross-border travel. The accompanying Live Traffic NSW mobile apps will be updated in late 2020.

The award-winning Opal Travel app was accessed and downloaded by 2.3 million active users in 2019-20. During the year, the app was upgraded with a new homescreen with improved useability and navigation, more self-service options were added for Opal card customers and improvements were made to the existing trip planner including bookable third-party operators.

Customers can now access personalised travel information through Facebook Messenger, Twitter, Google Assistant, Amazon Alexa and our virtual assistant on transportnsw.info. Now, within seconds, customers can locate the closest transport service, find out when it's leaving, get personalised notifications about service disruptions and even give fast feedback about their transport experience.

In 2019-20, there were 249,000 user interactions with our bot on Facebook, Twitter, Alexa or Google. It was also recognised at

industry awards winning 'Most innovative and intelligent bot for customer experience' and 'Best multi-channel customer experience', and was a finalist in the Prime Minister's Award for Excellence in Public Sector Management.

Real-time tracking for regional buses

The Transport Connected Bus Program is delivering the vehicle tracking and automatic passenger counting capability for vehicles operating under Rural and Regional Bus Service Contracts. This enables customers to be informed with service information in real-time via Transport for NSW digital customer channels and third-party public transport apps, and provides our people and regional bus operators access to more accurate data and tools to improve services and keep buses running on time. Phase one of the Program encompassed around 300 vehicles and over 430 routes across Bega, Dubbo and Coffs Harbour, and will go live in July 2020 allowing customers to make more informed journey decisions. Phase two will commence in 2020-21 and will see the Program rolled out to around 1000 vehicles across an additional 14 regional cities consisting of Albury, Armidale, Bathurst, Bomaderry-Nowra, Grafton, Griffith, Lismore, Orange, Parkes, Port Macquarie, Queanbeyan, Tamworth, Tweed Heads, and Wagga Wagga.



Making your trip easier to plan with the award-winning Opal Travel app.

Open data for a better customer experience

Transport's focus on open data is about working with partners to drive better transport outcomes for customers. There has been over 8 million downloads of real-time apps by customers using our data. Transport's Open Data Hub is the place to go for third-party app developers, researchers, academics, innovators and entrepreneurs to view and access transport data.

At June 2020, data on the Open Data Hub was accessed over 6 billion times by a community of over 40,000 registered data users. Over 4300 technology applications have been created to access available data and nearly 900 participants registered for our Open Data events.

But it's not all just about apps. With over 1 million trips being taken on a typical weekday pre-COVID on the transport network using an Opal card, credit card or mobile phone as a ticket, the trips are collated as a big data set that can be used to improve the transport system and enhance the travelling experience for our customers.

Transport is investing in smarter data analytics technologies and using data science tools and techniques to analyse information to deliver safe, reliable, accessible and seamless customer journeys.

Predictive analysis is being used to improve operations such as easing overcrowding, identifying potentially dangerous road intersections, optimising vehicle routing, and advising customers on traffic volumes, congestion and travel speeds on roads. Data science and machine learning is helping us transform our raw data so we can increase accuracy, early prediction, real-time traffic information, and trends or patterns.

For example, we are partnering with third-party providers and using people mobility data to gain greater visibility of travel movements across NSW. Turning this data into insights is providing us with in-depth analytics across areas not otherwise available, such as regional NSW. We can more effectively plan transport, infrastructure and services by understanding the end-to-end customer journeys being undertaken, across all modes.

This collaborative and open approach to using our data means Transport is at the forefront of defining the future needs of our customers so we can achieve better outcomes for them now and in the future.

Even easier to pay your bus fare

In 2019–20, we continued to roll out contactless payments on our public transport network with 19,000 Opal readers on 5200 buses modified so customers could tap on and off with Mastercard, Visa and American Express credit or debit cards, as well as linked devices.

Installations were done on site and after hours on weekends at 57 depots, ensuring that customers could continue qualifying for weekly travel caps and rewards when starting to tap on and off on a Monday. Sixteen different types of buses were upgraded on schedule, and bus operations were unaffected.

Approximately 20 per cent of adult fares across all modes of public transport are now paid using contactless methods, making it easier for our customers while also reducing our carbon footprint with fewer printed single-trip tickets.

Public transport and technology – a winning combination

When you need it – On Demand services across NSW

Over the past couple of years, On Demand public transport has proven to be a successful addition to the public transport mix in NSW. It is a service that can respond to real-time customer demand through technology, and provides an efficient and cost-effective way of delivering public transport, especially for the first or last mile.

On Demand public transport allows customers to book a service via an app to pick them up near their home and take them to a transport hub, at a time of their choosing. It has been a step change in the way we deliver transport and customer services.

In the past 12 months, we have seen many of our On Demand services grow, a new one start, and others wind down. All based on customer feedback and demand.

In March 2020, we celebrated our millionth customer journey since the first On Demand bus began in Sydney in November 2017. Since then, four permanent services have been established and there have been 23 On Demand pilots across NSW. Of the 23 pilots, 11 were operating as of 30 June 2020, with the plan to transition another three into permanent services (Northern Beaches, Edmondson Park and Moree) due to their exceptional performance.

Looking out for commuters with Transport Park&Ride

Park&Ride ensures public transport users benefit from commuter car parking, while non-public transport users pay commercial parking rates.

Since a trial in 2018, Park&Ride has been set up in 10 car parks across Greater Sydney. Results show that more than 90 per cent of the customers using the car parking facilities have also used public transport, with only a small number of customers not meeting the requirements for free parking.

In November 2019, Transport launched a real-time car park occupancy trial at four Park&Ride car parks. Customers could access real-time information about the number of parking spaces available at each location and predictive occupancy patterns based on historical data. Following the success of the trial, we are extending Park&Ride to more locations.

Using technology to make it easy for students and operators

To make it faster and easier for school students to catch their school bus, Transport trialled new ticketing technology in regional NSW.

In an Australian public transport first, 103 students used Opal Student Bag Tags in place of Opal cards. Bag tags are attached to the outside of the school bag and an on-board reader located next to the driver automatically detects a radio frequency signal when the student boards and leaves the bus. The machine then sends the data to Transport for NSW.

The ticketing trial uses a frictionless radio frequency identification technology and makes it faster and easier for students. It also offers a better way to measure patronage.

The concept is being considered for use on a wider basis for regional communities.



Opal Student Bag Tag.

Safer transport and saving lives with technology

Cameras and artificial intelligence saving lives, reducing injuries and changing behaviour

Hand held mobile phone use is associated with an estimated four-fold increase in the risk of having a crash while driving. Since 2012, at least 189 casualty crashes in NSW involved a driver or rider using a handheld mobile phone – resulting in at least 14 deaths and 252 injuries.

Transport has led the world with the development and introduction of mobile phone detection cameras to innovatively tackle risks caused by people illegally using mobile phones while driving.

Mobile phone detection cameras operate day and night and in all weather conditions, using high-definition cameras to capture images of illegal mobile phone use in the front seat of vehicles. Artificial intelligence then reviews and excludes images of non-offending drivers. Images considered likely to contain a driver illegally using a mobile phone are then further verified. As with other road safety camera programs in NSW, strict controls are in place to ensure images captured by the system are securely stored and appropriately managed.

The launch was supported with an awareness campaign including on television, outdoor advertising, radio, digital channels and social media. Initially, warning letters were issued for three months from December 2019 with penalties sent to non-compliant drivers from March 2020.

Early indications show a positive shift in driver behaviour and an improvement in compliance.

The network of fixed and transportable trailer-mounted cameras will be expanded across NSW over three years. By 2022–23, it is expected that at least 135 million vehicle checks will be performed annually across metropolitan, regional and rural locations.



Harnessing the potential of connected and automated vehicles.

Using real-time data to help young drivers

After a nine-month trial, the State Insurance Regulatory Authority in partnership with Transport, released a report in September 2019 showing the positive impact real-time data from a vehicle can have on young driver behaviour.

Over 700 young drivers from across Sydney and regional NSW participated in our trial. It involved having a telematics device installed in their car that collected data on their driving including vehicle acceleration, speed and braking.

The majority of young drivers who received data-based feedback on their driving reduced their rates of acceleration, speeding, harsh turning and harsh braking. Feedback from participants was favourable, with most trial participants saying the device had a positive impact on their driving and that it helped to reduce their risk-taking behaviour on the roads.

The potential benefits of using this technology more widely is now being explored.

Harnessing the potential of connected and automated vehicles

Connected and automated vehicle technology is emerging rapidly and has the potential to significantly improve safety, mobility and productivity for customers and freight across NSW. Our Connected and Automated Vehicles Plan launched in January 2019 sets

the direction and actions we will take for the next five years to prepare for and maximise the community benefits from these vehicles.

Transport has developed a program of trials to encourage innovation and create a pathway to mass deployment of connected and automated vehicles. Trials help us understand how automation can improve mobility, safety and sustainability as part of an integrated public transport network.

The Sydney Olympic Park Shuttle Trial, NSW's first automated vehicle, commenced in 2017 to explore how connected and automated technology could improve customer mobility while interacting safely with vehicles and pedestrians within a precinct. In October 2019, the final phase of the trial expanded to include an additional shuttle, operating in mixed traffic conditions. This was the first in Australia to integrate two automated vehicles capable of autonomously traversing traffic lights. This trial was concluded in April 2020 with over 4000 customers experiencing the shuttle during the trial. A final report will document the outcomes and learnings.

Regional trials in Armidale, Coffs Harbour and Dubbo were developed in partnership with industry, researchers, councils and businesses. Each trial explores unique customer mobility situations and enables us to understand the benefits and challenges of introducing connected and automated vehicles in regional areas.

The Armidale trial was tested by students and researchers at the University of New England and provided a shuttle service for residents within the Armidale CBD. It operated from February 2019 to February 2020 and a final report is being prepared to document the outcomes and learnings.

In Coffs Harbour, we operated a world first, an On Demand automated shuttle service for residents in the Marian Grove Retirement Village. The trial also operated within the Botanic Gardens at Coffs Harbour, transporting visitors and testing more advanced features of the vehicle.

In Dubbo, we are developing a trial where a crew-cab ute will provide automated rideshare services between Dubbo Airport, Dubbo CBD and Taronga Western Plains Zoo. This trial will also explore the development of kangaroo detection and avoidance technology which has the potential to save lives on regional roads.

Transport is working with the University of Sydney to develop the first research and development based automated vehicle trial in NSW. The trial will produce valuable insights on pedestrian detection and interaction, which is key to the safety of automated vehicle technology.

To ensure the safety of our employees, customers, communities and the people of NSW, passenger services in all automated vehicle trials have been halted due to the COVID-19 pandemic. However, we are still working closely with industry on opportunities to collaborate on the safe and successful introduction of connected and automated vehicles in Australia.

Great places for communities to live, work and visit

At Transport, we create successful places where communities can move and connect with ease and where more travel choices allow for quicker and safer journeys.

This commitment to communities across NSW underpins everything we do, from the planning stages to the redevelopment and renewal of existing places, and importantly with major improvements and new transport infrastructure.

Greater Sydney

It begins with the planning

Transport, in partnership with the office of the Government Architect NSW, has developed the NSW Movement and Place Practitioner's Guide to help us create better street environments for the people of NSW. It will be used across government agencies and with partners when planning how we manage and plan streets, roads, cycleways, walkways and open spaces across the State. It is about creating the best places we can from the planning stage for communities across NSW.

Sydney's 30-minute cities

The NSW Government is committed to delivering three cities across Greater Sydney – the Eastern Harbour City, the Central River City and the Western Parkland City – with each being a 30-minute city by public transport, walking or cycling.

With the opening of the Sydney Metro and Sydney Light Rail, there has been an increase in the number of households that can now access the Eastern Harbour City within 30 minutes. This includes getting to major health and education precincts like Randwick and the University of NSW faster. We have been working with councils to create pop-up cycleways that further improve the 30-minute city.

Across the Central River City, we are working with several government agencies on planning precincts including Macquarie Park, Westmead and Parramatta CBD to encourage residential and commercial growth where transport connections either already exist or will be delivered in the future. This will mean that more people have access to good public transport services with increased access to the Central River City.

In the Western Parkland City, we are collaborating on the development and planning of Western Sydney Airport and the aerotropolis to ensure an integrated transport network will support good access to jobs and services.

Improving and renewing places across Sydney

We are renewing urban precincts across metropolitan Sydney to create neighbourhoods that are connected by public transport, walkable, sustainable and attractive to residents, visitors and businesses. We are helping create vibrant places where people live, work and play.

Redfern and North Eveleigh

Transport is leading the renewal of the Redfern North Eveleigh precinct. The precinct's Strategic Framework is currently being developed following consultation across Government and with stakeholders and the community and will set the Precinct's vision and guide future development. Upgrading Redfern Station is the first step in renewing the precinct and we are planning to improve accessibility at the station as part of the Transport Access Program.

Central Sydney

Transport is transforming one of Australia's busiest transport interchanges – Sydney's Central Station – into a truly world class, multimodal transit hub as part of the largest and most complex transit-orientated urban renewal in Australia. Unlocking 24 hectares of government-owned land in and around Central will also drive the success of Tech Central – a NSW Government commitment to create the biggest technology hub of its kind in Australia.

During 2019–20, planning continued with strong engagement of the community, businesses, industry and stakeholders.

Circular Quay

We have engaged industry and the community for feedback on how to make Circular Quay an even more exciting place by renewing the public spaces and transport infrastructure surrounding the Circular Quay ferry wharves. We are in the early design stage and are running a structured market engagement to select private sector partners to deliver this renewal.

The Bays Precinct

Two kilometres west of the Sydney CBD, we are undertaking the urban renewal and transformation of an area encompassing Blackwattle Bay, Wentworth Park, Glebe Island, White Bay, Rozelle Bay, Rozelle Railyards and White Bay Power Station. Three sites – Sydney Fish Markets, Blackwattle Bay and Bays West – are a key focus and in 2019, we began construction on the Bank Street marina at Blackwattle Bay. This includes a floating marina, a new vehicle crossover to Bank Street, landscaping and 24-hour access to the waterfront with a new walkway and boat ramp.



The new Bank Street marina at Blackwattle Bay, Pyrmont. The marina is part of the wider redevelopment of the Bays Precinct.

Regional NSW

In regional cities, we are helping customers get to where they need to go

We are focused on improving public transport services in 16 regional cities throughout NSW so better options are available for customers and transport services help get them where they need to go.

Our 16 Regional Cities Program is about helping regional cities thrive by making them more liveable. We do this by listening to the community and improving public transport so residents of regional cities have easier connections for work, school, health services, social and recreational activities.

Customers have told us they want integrated, seamless, end-to-end journeys. In Albury, Queanbeyan and Tweed Heads, they said cross-border journeys could make a real difference in their lives. Customers helped us identify service gaps we could address with new regional bus services. And we are improving customer information about what is available and streamlining service offerings, putting the customer at the centre of everything we do.

We have completed service improvements to the regional bus network in Wagga Wagga and Tweed Heads – more than 450 additional weekly services were added to the Tweed bus network late last year and 240 additional weekly services have been rolled out in Wagga Wagga.

The remaining 14 cities are in the planning stage with the delivery of improved services and connections due mid to late 2020. The cities are Albury, Armidale, Bathurst, Coffs Harbour, Dubbo, Grafton, Griffith, Lismore, Nowra-Bombaderry, Orange, Parkes, Port Macquarie, Queanbeyan and Tamworth.

On Demand bus trial for Wagga Wagga

In addition to hundreds of extra weekly services in Wagga Wagga, an On Demand service was launched between Wagga Wagga suburbs and the Bomen Business Park. It provides customers with up to four morning and afternoon services each weekday, and two on Saturdays. This initiative was in direct response to community feedback and will support jobs in Wagga Wagga by making public transport a real option for workers needing to get to and from the industrial estate.

More choice for remote communities

Before the introduction of the coach service trials in 2019, the local Broken Hill community often needed to book flights or drive to get to regional hubs or cities. But the coach service trial from Broken Hill to Adelaide provides a more affordable option for people. The trial service from Broken Hill to Mildura allows for day trips for people needing to attend medical appointments, to go shopping or to connect with coach or train services to Sydney, Melbourne or other regional centres.

Small bush communities now have more travel choices and better connectivity to nearby regional and city centres with new bus service trials rolling out across the State. The trials also help the local economy with contracts for the services awarded to local transport operators. They are helping us deliver new bus services between Goondiwindi and Inverell, Wyangala and Canberra, Tambar Springs and Tamworth, Conargo and Echuca,

Tumut and Wagga Wagga, and Trunkey Creek to Bathurst. The Dubbo to Mudgee trial also benefits bush communities along the route like Gulgong and Goolma.

For some of these isolated communities, this is the first time they have had access to a public transport service and it will change the way many people move around their region. Extra services like this are more than just getting people from A to B – they make it easier to get to important medical appointments, shop for groceries, and help people stay connected to family and friends in outlying towns.



Helping remote communities with more affordable coach services.



The Silver City Highway being sealed.

Supporting seniors in regional and rural NSW

In January 2020, we trialled a new seniors travel card to ease the burden of travel costs for eligible seniors living in regional, rural and remote NSW. It is a prepaid VISA card with \$250 for use on NSW TrainLink regional rail and coach services, taxi trips and fuel.

A few months later we expanded the eligibility criteria to include veterans and to date, more than 300,000 successful applications have been made with the total value of cards received by seniors exceeding \$70 million.

Sealed highway to change outback communities

Unsealed highways can easily flood and remain closed for weeks after periods of considerable rain, isolating communities and impacting freight and tourism. The Silver City Highway in outback NSW was impacted by closures up to 12 times a year, which affected residents and businesses, the delivery of essential services and interstate road users.

In 2020, the final piece of bitumen was laid between Broken Hill and Tibooburra along the Silver City Highway and it was reopened as a sealed route.

The new highway provides a reliable connection for all road users on a highway which has historically seen lengthy closures due to rain, flat tyres from corrugation and bogging in both bulldust and mud. The local community will no longer need to stock up on supplies in preparation for road closures, freight access and travel for medical appointments have been vastly improved, and the tourism appeal of visiting the outback has been enhanced now that the risk of being stranded has diminished.

The sealing of this remote highway will change the lives of local families and businesses and will open economic opportunities to this part of regional NSW.

The remaining unsealed 51 kilometres between Tibooburra and the Queensland border at Warri Gate is expected to be completed by December 2022, six months ahead of schedule, bringing the total length delivered since October 2018 to 110 kilometres.

Keeping people and goods moving when disruption happens

With more than 8000 road transport incidents reported each month in 2019–20, the NSW Transport Management Centre (TMC) monitors and manages the road transport network 24 hours a day, seven days a week, coordinating network operations across the 18,000 kilometres of State roads. With control of more than 1700 cameras (and with shared access to more than 9000 others), more than 4000 traffic signals and more than 350 Variable Message Signs, Transport has the levers to proactively identify issues and manage an integrated network response.

Field resources and incident room controllers combine to manage the safe resolution of unplanned disruptions with an incident clearance target of 40 minutes. In 2019–20, incident clearance time averaged 34 minutes, continuing the trend of improvement year on year. Safe and prompt clearance minimises the impact on all road users, supporting better journey time reliability.

Alternative transport provision in response to mode disruption is also a key role of Transport Management Centre, and in 2019–20 emergency buses were deployed on more than 400 occasions to help customers complete their planned journeys.

In addition to unplanned incidents, Transport works to minimise the journey disruptions for customers from planned activities, such as major events, like Vivid and New Year, and in support of infrastructure construction activities.

When stations between Campsie and Sydenham were temporarily closed between 24 December 2019 and 5 January 2020 to enable work to upgrade of the T3 Bankstown Line to Metro standards, alternative transport provision was required. Between Christmas and New Year, the T4 line between Hurstville and Central was also closed. An alternative transport plan was carefully designed and deployed to support customers on both disrupted lines.

A sound knowledge of likely end to end journeys was critical and the plan delivered the required mix of all stops and express bus services, evening services that reflected demand, additional at-station customer service staff and all the T3 replacement services used low floor accessible buses. On the busiest day of the holiday period, over 400 buses ran to keep customers moving and over the whole 13 day shutdown the alternative bus service facilitated more than 181,000 customer journeys.

Promoting a healthy lifestyle in NSW

Transport has been working with State and local government colleagues to identify key factors that enable and encourage healthy lifestyles including developing more walkable neighbourhoods, and increasing the use of walking and cycling as part of everyday travel.

Walking and cycling are integral to our transport system, support a healthy lifestyle and help create successful places to live, work and visit across NSW. Over 2.2 billion trips a year in NSW are made on foot, including around 1.05 billion trips associated with a public transport journey. In addition, more than a million people in NSW ride a bike at least once a week (13 per cent of the population) and more than 2.5 million people ride a bike at least once a year.

We are committed to continuing to encourage people to walk and cycle as part of everyday travel. Nearly \$750 million will be invested into walking and cycling infrastructure over the next four years, bringing the NSW Government's total investment to around \$1.1 billion, the largest commitment in the State's history.

We also increased cycling and walking options when we deliver major infrastructure projects. For example the M6 Motorway, Sydney Gateway and WestConnex projects are delivering new paths for walking and cycling in adjacent neighbourhoods. As we build Sydney Metro, we are also delivering walking and cycling paths to stations and bicycle parking at stations.

In response to COVID-19 we have provided people with options to safely walk and cycle to supplement public transport. In April 2020 we installed touchless automated pedestrian signals in the Sydney and Parramatta CBDs and around hospitals. In May 2020 we announced 8 kilometres of pop-up cycleways along key access routes connecting into the Sydney CBD, and new temporary safe speed limits to provide safer street environments. We also commenced working with councils in other locations across Greater Sydney and regional NSW to expand these initiatives.

Transport is for everyone and accessibility is the key

Since 2011, Transport has spent more than \$2 billion making transport accessible, modern and safe at train stations, ferry wharves, transport interchanges and in new commuter car parks.

Now, almost 90 per cent of transport customer journeys begin from locations that are accessible to people with disability, those with limited mobility and people with prams.

During 2019–20, we completed upgrades of Hazelbrook, Glenbrook, Kingswood, North Strathfield, Edgecliff and Rooty Hill train stations and of Parramatta ferry wharf.

Construction is nearing completion on upgrades at Waratah, Wyee, Warrawee, Mittagong and Fairy Meadow stations and a further 20 station upgrades are currently underway across NSW.

In addition to working towards meeting the requirements of Disability Standards for Accessible Public Transport, we have provided other improvements including escalator refurbishments, additional ticket gates to improve customer flow, canopies, pedestrian crossings and kiss and ride zones – making public transport a more attractive travel option for everyone.

Supporting Aboriginal people and communities through our construction projects

We recognise the social and economic challenges faced by Aboriginal people and are committed to overcoming the gap between Aboriginal and non-Aboriginal people. During 2019–20, we continued to support the Aboriginal community through encouraging participation of Aboriginal apprentices and trainees within our workforce and on road projects.

On the upgrade of the Newell Highway between Mungle Back Creek and Boggabilla, we are working with our partner Fulton Hogan to leave a legacy in the local community through traineeships. A total of 45 Aboriginal people have been employed on this project, including a local Aboriginal administration trainee, an Aboriginal Elder and two school-based trainees from Boggabilla Central School.

In stage two of the Northern Road and Bringelly Road upgrade project, we engaged Indigenous businesses and spent more than \$12 million. This amount is more than double of what is required by the NSW Government in relation to employing Aboriginal people and Aboriginal owned businesses.

On the Rozelle Interchange project, Transport worked with partner, John Holland and CBP, to develop an Aboriginal Participation Plan which enriches the workforce through inclusion and understanding of Aboriginal culture as well as providing employment and opportunities to Aboriginal people and businesses. As part of the plan, Aboriginal Australians aged between 18 and 25 years can join a program featuring training activities that lead to a formal qualification of Certificate III in Construction. To date, there have been 185 Aboriginal people engaged on the project.



Creating opportunities to enable greater Aboriginal participation in the construction industry.

Making it safer to live, work and visit NSW

Keeping tourists, locals, service and freight providers safe during the ski season

Each year, Transport manages safety on snow-covered or icy roads. Apart from the weather conditions, they can be dangerous due to low visibility and extra traffic heading to the Snowy Mountains over the winter.

Safety is the priority for our people working in these challenging conditions and for visitors, local community road users and freight and service vehicles.

Often hazards occur in the chain bays on the way to the ski fields. Many drivers need to pull over and fit snow chains to their tyres. Cars nearby are travelling at speed and there is high risk of end-of-queue collisions and slips and falls on ice.

Our frontline crews diligently focus on keeping the roads safe by managing road clearing of ice and snow, mitigating hazards they find, setting up and monitoring traffic control and with their training in recognising cold-related illnesses, they also keep a watchful eye on the community and visitors for problems like frostbite and hypothermia.

We also ensure the mountain roads are as safe as possible for the people of NSW and we are currently using \$500,000 from the Stimulus Package to fast-track work to stabilise high-risk slopes along the Alpine

Way in the Snowy Mountains. The work on the Snowy Mountains Highway over Brown Mountain has also been brought forward to ensure the highway is as safe as possible.

Safely meeting freight demand

The freight industry contributes \$66 billion to our State economy each year. NSW road freight volumes are projected to grow by 39 per cent between 2016 (288 million tonnes) and 2036 (400 million tonnes).

Transport is operating under the NSW Freight and Ports Plan 2018-2023 to meet this growing demand and to make the NSW freight task safer and more efficient.

The Heavy Vehicle Access Policy Framework is a key initiative of the Freight and Ports Plan, outlining goals for improved access for heavy vehicles on State, regional and local roads in NSW. It emphasises the increased use of Performance Based Standards (PBS) vehicles that are safer, more productive and more environmentally friendly.

We continued to implement the Framework in 2019-20 by increasing PBS vehicle access on the Newell, Hume and Golden highways as well as in Greater Sydney and Newcastle.

We are also working with Local Government NSW to engage with the 128 NSW councils on developing connected heavy vehicles networks on State, regional and local roads. These networks will improve access and productivity benefiting suppliers, customers, the community and the freight industry.



Transportation of coal to the Port of Newcastle.

Protecting pedestrians across Sydney

The risk of a pedestrian fatality caused by a car travelling at 50 km/h is twice as high as that of a car travelling at 40 km/h. Reducing a speed zone to 40 km/h in high pedestrian activity areas is effective. An evaluation across NSW found they improved safety, with a 33 per cent reduction in crashes causing serious injuries and deaths over a 10-year period. The benefits are not only for pedestrians, but for all road users.

In 2019–20, \$2.8 million was invested in the development and delivery of High Pedestrian Activity Area projects across Sydney, including the completion of projects in St Ives shopping district, Parramatta CBD, Blacktown CBD, Pennant Hills Station and Penrith CBD.

Safer pedestrian activity areas mean safer communities, and we have also commenced construction on more projects in Kirribilli, Milsons Point, Harris Park and Westmead.

Safer point to point transport

Millions of customers use point to point transport in NSW like taxis and hire vehicles, including rideshare. The Point to Point Transport Commissioner is delivering safer point to point transport and promoting public confidence in the safety of the industry through a mix of education and compliance, including targeted campaigns, safety audits, advisory visits, on street compliance, investigations, administrative sanctions and criminal proceedings.

The aim is to create a culture of accountability in the industry by ensuring service providers understand and comply with their obligations under the law.

During 2019–20, the Commissioner continued to roll out educational tools – including webinars and self-assessment guides – to help service providers understand their obligations and equip them with knowledge to ensure they have the appropriate safety policies, procedures and systems in place.

The Commissioner's compliance officers conducted targeted activities during high profile events, such as the Fire Fight Australia Benefit at Sydney Olympic Park in February 2020, and undertook regular activity including: 63 safety audits, 289 advisory visits, 33 audits of the passenger service levy returns and 1486 taxi and hire vehicle compliance checks across NSW. Forty-six investigations were conducted from complaints made, 300 Improvement Notices and 30 Prohibition Notices were issued.

It's critical that both drivers and passengers are safe and the Point to Point Transport Commissioner - supported by the Point to Point Transport Commission is focused on just that. In 2019–20, the Commission promoted passenger safety through the "Every ride should be a safe ride" social media campaign. It gave tips for passengers, such as matching vehicle details provided in the app with your vehicle and ensuring the driver is the same person as their profile image.

Making trains even safer, automatically

Automatic Train Protection is a safety system comprising computers on trains and devices on the track that monitor train speeds and intervene to slow down or stop a train from travelling too fast.

We have been progressively deploying the Automatic Train Protection Level 1 Limited Supervision system across the whole electric rail network and selected train fleets. In 2019–20 the network has been extended to cover Newcastle interchange to Warnervale and Point Clare to Cowan. Central intercity, Gosford and Newcastle drivers are qualified to operate the on-board system.

Safer waterways for our communities

The Maritime Safety Plan 2017–2021 outlines initiatives being taken to reduce the number of fatalities and serious injuries on NSW waterways by 30 per cent by the end of 2021.

Over 10 years, the number of people wearing lifejackets in NSW has increased significantly, from 9 per cent to 43 per cent, and continues to grow.

During 2019–20, a number of programs were delivered with other government and industry maritime safety partners including the 'Wear a Lifejacket' safety campaign that promoted the wearing, caring and servicing of inflatable lifejackets.

The advertising campaign was targeted at both older and younger male boaters, in line with the data of boating-related drownings, and was complemented by lifejacket education clinics at boat ramps across the State hosted by our Maritime Boating Education Officers.



Safer waterways for our communities.

The campaign has successfully generated customer awareness of lifejacket safety with 67 per cent campaign recognition. It has influenced positive attitudinal change with 80 per cent of recreational boaters thinking that it is dangerous to not wear a lifejacket.

The lifejacket safety campaign will continue focusing on lifejacket servicing and pre-wear checks.

Protecting NSW's unique environment

Protecting the environment while we build

In our upgrade of the Pacific Highway from Woolgoolga to Ballina, we created one of Australia's largest biodiversity offset packages to avoid and minimise impact on the North Coast region's unique biodiversity. The biodiversity offset package was designed to provide like-for-like offsets of at least four hectares of native vegetation for each hectare lost through the highway development. The aim is to achieve a neutral or net beneficial outcome for all threatened biodiversity.

We have been successful in preventing a loss of biodiversity and have protected:

- more than 4600 hectares of native vegetation
- 2800 hectares of koala habitat
- 3100 hectares of spotted-tailed quoll habitat
- 3300 hectares of grey-headed flying fox habitat will be protected by formal agreements through the biodiversity offset package.

Collaborating to protect the NSW coastline

On the morning of 24 May 2020, the container ship APL England lost 50 containers, about 70 kilometres off the NSW coast, while travelling from China to Melbourne. Nearly half of the containers were empty, but 26 contained a variety of goods.

Transport mobilised land and water resources, established an Incident Management Team and worked collaboratively in the clean-up effort with the Port Authority of New South Wales, Environment Protection Authority, the National Parks and Wildlife Service and coastal councils.

Information was gathered from aerial flights and modelling was used to predict the trajectory of floating containers and debris. Fifteen containers were located

and recovered from the foreshore as well as at sea. The fast and effective joint effort significantly reduced pollution in the marine environment along the coast of NSW.

Recycling precious resources into roads instead of landfill

In constructing and maintaining the transport network across NSW, we purchase and use large quantities of raw and manufactured materials. But we also recycle waste and excess material into construction projects.

We focus on achieving high levels of resource efficiency which reduces waste and keeps material in use as long as possible and we aim to exceed targets set by the NSW Government. We do this by minimising the consumption of raw material, using recycled material where feasible and reusing excess material to reduce the quantity of waste disposed to landfill.

Last year, we widened and upgraded a 12 kilometre section of the M1 Pacific Motorway between Tuggerah and Doyalson. It is now three lanes at 110 km/h in both directions and it involved one of Australia's biggest concrete recycling projects. We turned more than 200,000 tonnes of the old cracked surface from the 1980s into a brand new road. We recycled the concrete using a rubbliser, a machine that breaks old roadway into football-sized pieces of rubble. Rubble was then transferred to a mobile crushing plant, where it was refined into gravel and incorporated into the new road layers.

This environmentally friendly approach meant fewer trucks on the roads, fewer new materials were used, less waste to landfill and it saved time and money.

New life for our regional assets

When a bus is retired or a rail line is no longer used, there can be opportunities to invigorate such redundant assets for community use.

Two of Transport's programs, Regional Community Infrastructure and Second Life, focus on working with other government departments, councils and regional communities to identify and repurpose retired Transport assets. The programs have already found numerous ways to deliver transport, community and economic benefits to regional areas of NSW.

The Rosewood to Tumbarumba Rail Trail in the south west of NSW opened this year transforming a closed rail line into a fully sealed 21 kilometre trail for runners, cyclists and families.

In Kempsey on the North Coast, the Second Life program has repurposed a bus that was no longer used to provide a new bus service to a town in need. The Macleay Valley Workplace Learning Centre were the happy recipients of the repurposed bus. They play an important part in the community catering for Aboriginal students who have left mainstream education and they are using the bus to transport students to and from the centre more reliably, increasing the contact hours students have at the school.

In Bathurst, we partnered with Bathurst Regional Council to turn the unused Bathurst Rail Institute building into the Bathurst Rail Museum, which opened to the public in February this year. This is now a world-class facility that interprets the social history of the development of rail for Bathurst and regional NSW through the stories of everyday people. It is a space the people of Bathurst can be proud of, and a new tourist attraction.

Zero emissions, low emissions and electric vehicles

To support the NSW Government's goal to reach net zero emissions by 2050, we are transitioning Sydney's bus fleet to zero emission buses.

Our plan is to partner with leaders in the energy, transport, manufacturing and financing sectors to explore trials of technology for zero emission buses across Greater Sydney and outer metropolitan areas. This includes battery, electric and hydrogen fuel cell buses. We also want to understand the infrastructure and systems required to operate these fleets at increasing levels of scale.

We are supporting private bus operators to procure zero emission buses to replace their end-of-life diesel buses and when growing their fleets. Learnings from these initiatives will shape the direction of zero emission buses across the State, including the most appropriate technology for the environments that bus fleets operate in.

Transitioning to zero emission buses will significantly benefit the community – socially, economically and environmentally – as well as benefit the way we deliver public transport in the future.

Transport is also supporting more electric vehicles on our roads as they offer significant economic and environmental benefits, and they contribute to a modern and cleaner energy future.

The NSW Electric and Hybrid Vehicle Plan released in 2019 sees Transport partner with industry to deliver more electric vehicle charging infrastructure across regional NSW and in commuter car parks. It means customers who own an electric vehicle can travel and spend more time in regional NSW, and the car parks will help electric vehicle owners who don't have home charging.

We are ensuring that at least 10 per cent of the NSW Government's general purpose passenger fleet cars are electric or hybrid from 2020-21. This not only sends a signal to the market to bring more electric vehicles into Australia but will bolster the second-hand vehicle market, giving NSW drivers more electric vehicle options at a lower cost.

Supporting our people in meaningful work

It has been a year of enormous change within Transport, across NSW and the world, and we have been faced with unprecedented challenges. Our people rose to meet these challenges and continued to work for the people of NSW through difficult times.

To support our people in delivering for customers and communities, we have focused on caring, empowering and enabling them, while we continue striving to make Transport the best place to work in Australia.

Making a great place to work for our people

Our workplace aspiration is collectively owned by everyone at Transport – each leader, team and team member plays an important role in creating the best place to work in Australia. To help achieve this, our People Strategy is about putting our people at the heart of everything we do and in 2019-20 we focused on two key areas:

- aligning people and partners working together in new ways
- growing our people, culture and capability.

As we achieve in these two areas, we will continue to deliver for our customers and for the greater good of NSW.

The disruptions in 2020 – drought, bushfires and the COVID-19 pandemic – led to the emergence and fast-tracking of exciting new ways of working across Transport. Alongside this, we worked hard to ensure

Transport's workforce reflected the diversity of the customers and communities we serve. This diversity will enable us to make better decisions that support the diverse needs of the people of NSW.

Transport is deeply committed to creating an inclusive and diverse workplace where people feel they belong and can reach their full potential. We are working hard to achieve change, particularly in the areas of gender equality, Aboriginal cultural awareness and employment, and jobs for people with disability.

Reconciliation and action across Transport

Many of the transport routes we use today, from rail lines to roads and water crossings, follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation's First Peoples followed for tens of thousands of years.

In August 2019, we were proud to launch our first ever Transport Reconciliation Action Plan 2019-21 (RAP).

Our innovative RAP acknowledges and pays respect to the role of Aboriginal people as custodians of the lands where we work. It demonstrates our commitment to working toward reconciliation both within Transport and in communities across NSW.

We are partnering with Reconciliation Australia to deliver our RAP and we have established frameworks and tools to help areas across Transport to develop their local, aligned implementation plans. This will help us embed and deliver better outcomes for Aboriginal people across NSW and in all areas of work.

Despite the challenges of drought, bushfires and COVID-19, we engaged our employees in new ways and built greater awareness through our Reconciliation Week campaign and the creation of an Aboriginal Cultural Hub for all employees. Transport has also made a commitment to the Australian Human Rights Commission's 'Racism it Stops with Me campaign'.



An Aboriginal performance at the launch of the Reconciliation Action Plan 2019–2021.

With 64 specific deliverables in our RAP, we have developed effective ways to measure and report on progress.

One way is by increasing Aboriginal representation across Transport. In 2019–20, this increased from 1.9 per cent to 2.1 per cent and we employed 34 Aboriginal trainees and apprentices, and welcomed 16 Aboriginal cadets and 13 Aboriginal employees into our Scholar and Graduate programs.

A fourth group went through our Aboriginal Career Development and Mentoring Program, the largest cohort yet with 44 participants. The program is a unique opportunity for Aboriginal staff and managers to connect and share experiences, knowledge and insights to develop leadership, and build awareness of Aboriginal culture and capability. The network is also there to help mentees develop their careers in Transport. This shared experience has helped mentees and mentors build close and respectful partnerships, resulting in over 33 per cent of the mentees securing more senior roles within the organisation.

Through our RAP, Transport is making progress every day to drive better social, economic and financial outcomes for Aboriginal people.

Improving our gender balance

The NSW Government has a target of 50 per cent of female leadership by 2025, Transport has a commitment to reach 40 per cent women in leadership by 2025. In 2019–20, the Transport cluster achieved 32.3 per cent of leadership roles being held by women. While less than our target of 34 per cent for this reporting year, women in leadership in the Transport cluster has more than doubled from June 2016 to June 2020, and 67 per cent of the Executive team are now women, which is unprecedented in the history of Transport.

Transport is driving gender balance across all levels of the organisation, not just leadership. For the first time, more than 50 per cent of our trainee train drivers are women and across our Vocational Education and Training cadets, graduates and scholars, 47 per cent are women.

Transport has 15.4 per cent of women in science, technology, engineering and mathematics roles, and we are working with universities and schools across NSW to boost the pipeline of qualified women in this area.

In 2019–20, we introduced Inspiring Women in Conversation, a fortnightly interview series profiling women across Transport, and held two Connecting Women forums that focused on leadership development for women.

In the same year, the rate of promotion and higher duties placement for women in Transport increased from 30.7 per cent to 31.9 per cent.

Transport has also supported women outside our organisation, partnering with the Greater Sydney Commission to run a Safety After Dark innovation challenge, which calls on our industry partners to collaborate on improving the safety of women in NSW communities.

Jobs for people with disability

In October 2019, Transport launched its Jobs for People with Disability plan, which aims to improve disability inclusion across the organisation and achieve employment targets of 5.6 per cent of Transport roles being held by people with disability by 2025.

The plan begins with building a good foundation to foster disability inclusion. Key focus areas include improved disability awareness, ensuring our workplaces are accessible, and designing roles and recruitment processes that are free from barriers that hinder employment of people with disability.

On International Day of People with Disability, we launched the Enabled network for our people. The network provides a voice to people who have a lived experience of disability, and is used to inform better decision making and help Transport become an inclusive employer of choice. The Enabled network grew to 220 members in 2019-20, making it the largest disability employee network in the NSW public sector.

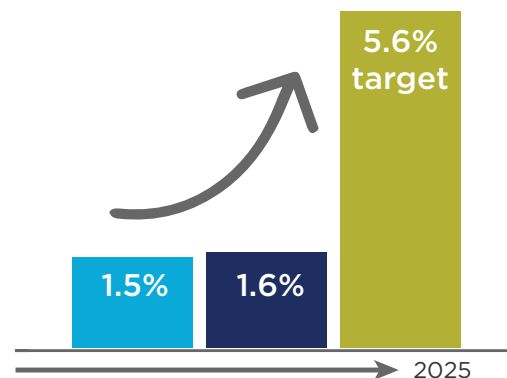
We have also implemented training to educate our employees about what they need to know, say and do in the workplace regarding disability so they can be more aware and help make our workplace more inclusive for people with disability.

In 2019-20, 59 per cent of Transport Senior Managers and Executives completed the training, leading the public sector in NSW.

Our recruitment processes, policies and advertising has been reviewed and amended, and we are currently auditing five Transport workplaces to ensure the IT and physical environment are accessible and safe for everyone.

Although 2019-20 was only the start of implementing our plan, we have already seen a small increase in the number of people with disability working at Transport from 1.5 per cent to 1.6 per cent.

Percentage of employees with disability in Transport



Transport is committed to reaching our target of 5.6 per cent by 2025.

Ensuring our people have a voice

Many of our people identify with one or more minority groups and across Transport, a number of employee networks help ensure we hear their voices.

- Transport's Ally network focuses on LGBTIQ+
- WISE focuses on women in science, technology, engineering, mathematics and construction
- WiT focuses on women in technology
- Transport's Enabled network focuses on employees with disability
- Transport's Young Professional Network is for our younger employees.

Our networks provide support and information to engage and develop our people. They play an important role in educating and building awareness through communications and events such as Wear it Purple Day, International Day of People with Disability, International Womens Day and Women in Engineering Day.

More than a quarter of our workforce now belongs to an employee network.



Transport's WISE Network supporting women in science, technology, engineering and mathematics.

Organisation and people





*Transport employees ensuring our customers have
safe and seamless journeys.*

Our organisational structure

Office of the Secretary supports our leaders to develop and deliver the vision and strategy for Transport for NSW.

Greater Sydney is redefining integrated transport choices 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 our customers and communities to deliver safe and tailored transport choices that connect regional NSW and contribute to strong economic growth and sustainability.

Customer Strategy and Technology creates the future of mobility in NSW and shapes a world-class transport system for our customers, industry and communities.

Infrastructure and Place is a trusted partner to our clients, developing and delivering smart, integrated and sustainable infrastructure and places that are valued by our customers and communities.

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

Corporate Services partners to provide sustainable strategies, solutions and services to enable our clients to deliver with confidence.

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

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

Our executives

Management as at 30 June 2020

Table 7: Department of Transport

Name	Position	Period position held	Qualifications
Rodd Staples	Secretary	1 July 2019 – 30 June 2020	Master of Finance (Business) Bachelor of Engineering (Civil)

Table 8: Transport for NSW

Name	Position	Period position held	Qualifications
Anne Hayes	Deputy Secretary Corporate Services	1 July 2019 – 30 June 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
Peter Regan (Public Service Medal)	Deputy Secretary Infrastructure and Place	1 July 2019 – 30 June 2020	Bachelor of Commerce (Accounting and Finance) Member of Chartered Accountants Australia and New Zealand
Elizabeth Mildwater	Deputy Secretary Greater Sydney	1 July 2019 – 30 June 2020	Master of Contemporary Asian Analysis Bachelor of Law (Hons) Bachelor of Economics Advanced Management Program, Harvard Business School
Carol-Anne Nelson	Deputy Secretary Regional and Outer Metropolitan	2 March 2020 – 30 June 2020	Bachelor of Commerce Advanced Management Program, Melbourne Business School Graduate member of the Australian Institute of Company Directors
Matthew Fuller	Acting Deputy Secretary Regional and Outer Metropolitan	1 July 2019 – 1 March 2020	Graduate member of the Australian Institute of Company Directors Fellow of the Winston Churchill Memorial Trust

Name	Position	Period position held	Qualifications
Joost de Kock	Deputy Secretary Customer Strategy and Technology	2 March 2020 – 30 June 2020	Doctor of Philosophy in Electrical and Electronic Engineering Master of Business Administration Bachelor of Engineering (Hons) (Electrical and Information Sciences)
Rachel Wheeler	Acting Deputy Secretary Customer Strategy and Technology	1 July 2019 – 1 March 2020	Bachelor of Business Management Design Thinking for Innovation, Stanford University
Tara McCarthy	Deputy Secretary Safety Environment and Regulation	3 February 2020 – 30 June 2020	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
Stephen Jones	Acting Deputy Secretary Safety Environment and Regulation	1 July 2019 – 31 January 2020	Chartered Member of the Institution of Occupational Safety and Health
Kirsten Watson	Chief People Officer	1 July 2019 – 30 June 2020	Executive Master Public Administration, Australian and New Zealand School of Government Bachelor of Business (Organisational Communication) Graduate Certificate of Change Management
Alison Cunningham	Executive Director Office of the Secretary	1 July 2019 – 31 January 2020	Bachelor of Arts (Hons) (Politics and Economics) Graduate Certificate in Japanese Language and Politics
Fiona Trussell	Chief Transformation Officer	1 July 2019 – 30 June 2020	Bachelor of Economics (Accounting) Chartered Accountant
	Acting Executive Director Office of the Secretary	3 February 2020 – 30 June 2020	Graduate Member of the the Australian Institute of Company Directors
	Acting Chief Executive (Roads and Maritime Services)	1 July 2019 – 30 November 2019	

Senior executive remuneration Bands 1 to 4

In 2019–20, the percentage of total employee expenditure relating to senior executives was 12 per cent compared with 18 per cent in 2018–19¹.

Table 9: Number and remuneration of senior executives

Transport Executive Level	Female	Male	Total	Average total remuneration package
TSSE Band 4				
2019–20	0	1	1	\$599,000
2018–19	0	1	1	\$569,050
2017–18	0	1	1	\$537,145
TSSE Band 3				
2019–20	7	7	14	\$518,995
2018–19	5	3	8	\$477,635
2017–18	5	4	9	\$475,848
TSSE Band 2				
2019–20	29	47	76	\$360,368
2018–19	15	31	46	\$364,407
2017–18	15	50	65	\$354,879
TSSE Band 1				
2019–20	166	292	458	\$258,281
2018–19	101	192	293	\$254,384
2017–18	116	211	327	\$251,036
2019–20 total	202	347	549	-
2018–19 total	121	227	348	-
2017–18 total	136	266	402	-

¹ In 2019–20 senior executives made up approximately 5 per cent of total employees in Transport for NSW, while in 2018–19 senior executives made up approximately 9 per cent of total employees. The reduction is due to the increase in the workforce of Transport for NSW due to the integration of Transport for NSW and Roads and Maritime Services.

Table 10: Number and remuneration of Transport Service Senior Managers (TSSM) – Level 1

Transport Senior Manager	Female	Male	Total	Average total remuneration package
2019-20 ²	297	618	915	\$201,569
2018-19	197	399	596	\$199,037
2017-18	187	431	618	\$197,731

Our employees

The Transport for NSW headcount (inclusive of Department of Transport) is 11,178 people, which includes a full time equivalent (FTE) of 10,076.

Table 11: Total employee headcount by salary band³

Annual salary	2017-18 total count			2018-19 total count			2019-20 total count ⁴		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
<\$50,000 ⁵	0	0	0	0	0	0	601	502	1103
\$50,001 – \$75,000	262	181	443	218	151	369	339	1222	1561
\$75,001 – \$100,000	582	339	921	526	312	838	1063	1147	2210
\$100,001 – \$125,000	450	481	931	405	358	763	859	1148	2007
\$125,001 – \$150,000	326	453	779	426	608	1034	910	1452	2362
>\$150,000	340	733	1073	326	636	962	555	1173	1728
Total	1960	2187	4147	1901	2065	3966	4327	6644	10971⁶

² The number of Senior Managers increased compared with 2018-19 due to the integration of Roads and Maritime Services with Transport for NSW.

³ Transport for NSW's 2019-20 FTE significantly increased compared with 2018-19 due to the integration of Roads and Maritime Services with Transport for NSW.

⁴ Excludes cadets, casuals, contractors and labour hire.

⁵ In 2019-20 all the employees with the annual salary <\$50,000 were from the former Roads and Maritime Services.

⁶ Total of 10,971 includes the Secretary employed in the Department of Transport.

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 2019–20, steady progress was made towards achieving Transport for NSW's diversity and inclusion targets. We continued to implement initiatives to further improve the integrity of employee diversity data and understand the cluster workforce, such as system enhancements for employees to easily self-identify and update their diversity data.

Table 12: Representation of workforce diversity groups⁷

Workforce diversity group	Benchmark (by 2025)	2017	2018	2019	2020
Women	50%	47.3%	47.5%	48.3%	39.5%
Women in leadership	50% ⁸	30.7%	31.5%	33.7%	34%
Aboriginal and Torres Strait Islander people	3.3%	1.2%	2.0%	1.9%	2.8%
People whose first language spoken as a child was not English	23.2%	17.3%	7.4%	9.7%	6.3%
People with disability	5.6%	0.7%	1.3%	1.3%	1.6%
People with disability requiring work-related adjustment	N/A	0.4%	0.2%	0.1%	0.1%

⁷ Data for 2019–20 is not comparable to previous year's data due to the integration of Transport for NSW and Roads and Maritime Services on 1 December 2019.

⁸ The benchmark of 50 per cent representation of women across the sector is intended to reflect the gender composition of the NSW community. Transport have made a commitment to reach 40 per cent women in leadership roles by 2025.

Workforce relations and policy

Workforce 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 cluster values and policies.

With the integration of Roads and Maritime Services and Transport for NSW into a single agency on 1 December 2019, work commenced on integrating both sets of agency procedures into a single, accessible and plain English suite of procedures covering all employees under the combined awards as well as senior managers and executives.

Policies and practices have also been amended to enable Transport for NSW to respond to the COVID-19 pandemic and ensure the safety and wellbeing of our staff.

Significant input was provided into system design to support the new flex-time arrangements agreed as part of award negotiations, as well as other enhancements to Transport Equip (Transport for NSW's enterprise management system) and the development of a number of electronic application forms to process human resources requests from managers and employees.

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 four 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 2019.

Participation in industrial action

Nil days were lost due to employee participation in industrial action for 2019–20.



*A Transport employee providing customer service at
Central Station, Sydney.*

Corporate governance





*Transport Customer Service Attendants
supporting customer journeys.*

Governance across the Transport cluster

Transport for NSW is the lead agency within the Transport cluster. The Transport Secretary manages and controls Transport for NSW. The Transport Secretary and the agency chief executives are, in the exercise of their functions, subject to the control and direction of the Ministers.

Transport for NSW governance framework

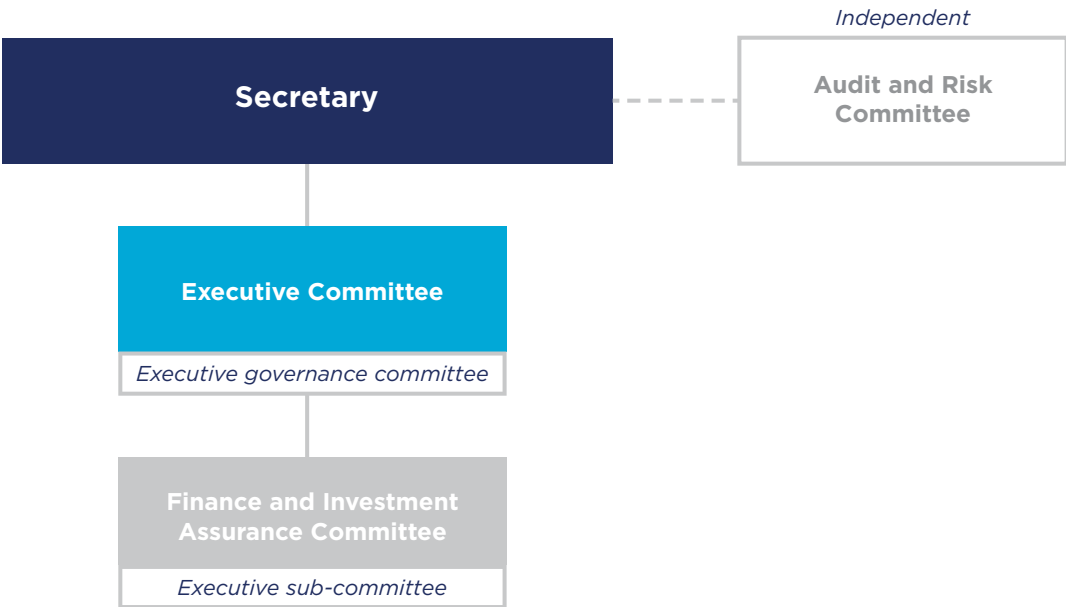
The Transport for NSW Executive Committee is the principal governing body of the cluster. Its role is to support the Secretary and Transport's executive to lead and monitor the operation and performance of Transport for NSW. The Executive Committee has one sub-committee, the Finance and Investment Assurance Committee.

The Executive Committee is chaired by the Secretary, and its members include all Deputy Secretaries, the Chief People Officer, the Executive Director, Office of the Secretary and the Point to Point Transport Commissioner.

The Finance and Investment Assurance Committee is chaired by the Secretary and its members include the Deputy Secretary, Corporate Services and Deputy Secretary, Customer Strategy and Technology.

The Audit and Risk Committee has responsibility under the Internal Audit and Risk Management Policy for the NSW Public Sector (TPP15-03) 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.

Figure 3: Governance Framework



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.

A Transport cluster Internal Audit Strategy and Plan for 2020-21 has been endorsed by the Audit and Risk Committee and approved by 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 (TPP15-03) 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 and business planning processes, with risks proactively identified and mitigated. 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 for NSW 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 can be found in Appendix 10.

Internal audit and risk management attestation statement



Internal Audit and Risk Management Attestation Statement for the 2019-20 Financial Year for Transport for NSW

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

Core Requirements

Risk management framework		Status
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2018	Compliant
Internal audit function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Transport for NSW

18 Lee Street, Chippendale NSW 2008 | PO Box K659, Haymarket NSW 1240
T 02 8202 2200 | F 02 8202 2209 | W transport.nsw.gov.au | ABN 18 804 239 602

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

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

Following the dissolution of Roads and Maritime Services (RMS) on 1 December 2019, the RMS Audit and Risk Committee continued to operate up to 30 July 2020 specifically to review and endorse the final RMS accounts. Following this date, membership ceased by mutual agreement.

The chair and members of the former RMS Audit and Risk Committee were:

Title	Name	Term Commenced	Term Finished
Independent Chair	Lyn Baker	1 February 2017	30 July 2020
Independent Member	Brian McGlynn	1 January 2016	30 July 2020
Independent Member	Marcia Doheny	1 November 2018	30 July 2020

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



Rodd Staples

Secretary

24 August 2020

Agency Contact Officer

(Ethan Nguyen, A/Director Audit and Corruption)

Transport for NSW

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Our ref: CE20/0225

Mr Sean Osborn
Director, Accounting Policy and Complex
Transactions Advisory
NSW Treasury
GPO Box 5469
SYDNEY NSW 2001

Dear Mr Osborn

Internal Audit and Risk Management Attestation Statement for the 2019-20 Financial Year

Please find attached the Transport for NSW internal audit and risk management attestation statement for the 2019-20 financial year in accordance with NSW Treasury's Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 15-03).

I am pleased to report that Transport for NSW (Principal Department); and Department of Transport, Sydney Ferries and Transport Service of NSW are compliant with the eight (8) core requirements.

If you have any further questions, Mr Ethan Nguyen, A/Director Audit and Corruption, would be pleased to take your call on (02) 9462 6234.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R. Staples', is written over a light blue horizontal line.

Rodd Staples
Secretary

Enc.

24 August 2020

Transport for NSW

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NSW Cyber security policy attestation statement



Cyber Security Annual Attestation Statement for the 2019-2020 Financial Year for Transport for NSW

I, Tara McCarthy, am of the opinion that Transport for NSW has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

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

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

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

Transport for NSW has Information Security Management Systems (ISMS) in place covering all critical assets.

Transport for NSW is implementing the Transport Cyber Security Strategy through the Transport Cyber Defence Rolling Program to continuously improve the management of cyber security governance and resilience.

This attestation covers the following agencies: Transport for NSW

A handwritten signature in black ink, appearing to read 'Tara McCarthy', is written over a faint circular stamp.

Tara McCarthy

Acting Secretary

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.

Statement on the audit on the exchange of Opal information

In 2019-20, Transport for NSW completed an audit of the Electronic Ticketing System data provided under the Memorandum of Understanding with the NSW Police Force. This was tabled to the Audit and Risk Committee noting no issues with the information disclosed under this agreement.



Cyclists using the M7 cycleway, a 40 kilometre shared path that stretches from Prestons to Baulkham Hills, Sydney.

Appendices





NAIDOC Week bus launch.

Appendix 1: Customer satisfaction

Customer complaints received in 2019–20

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

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

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

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

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

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

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

In 2019–20 Transport for NSW received a total of 15,518 customer complaints.

Complaints were received via a variety of channels:

- 10,726 online, including 2343 by apps (Feedback2Go and Opal Travel app)
- 1914 by phone
- 535 via letter, direct email, and social media (Facebook Messenger).

In addition, Transport for NSW received 283 compliments and 10,888 suggestions.

Complaints, compliments and suggestions, which were formerly attributed to Roads and Maritime Services for the 2019–20 financial year, are included in the figures above following the integration of Transport for NSW and Roads and Maritime Services on 1 December 2019.

The table below shows the number of complaints and the main areas of concern for the public.

Table 14: Number of complaints received in 2019–20 (top 10 concerns)

Nature of top 10 complaints	Number of complaints
Opal travel	1767
Timetables	1734
Opal fare structure	1264
School Student Transport Scheme	1003
Roads (management and maintenance)	866
Timetable planning	772
Bus route planning	708
Opal functionality	685
Transport info	429
Customer schemes	389

Customer satisfaction results

Customer satisfaction with public transport¹

Transport for NSW conducted an extensive customer satisfaction survey with public transport customers in November 2019, with approximately 10,000 customers participating. The same survey methodology has been used since the baseline was established in November 2012. Results are summarised below and a more detailed report has been released separately.

Customer Satisfaction (%)	2014-15 (to May 2016)	2015-16 (to May 2016)	2016-17 (to May 2017)	2017-18 (to May 2018)	2018-19 (to May 2019)	2019-20 (to Nov 2019)
Train	88	88	89	86	89	90
Bus	88	89	89	89	91	91
Ferry	97	97	97	98	98	98
Light rail	92	96	90	92	91	89
Metro	-	-	-	-	95	96

Customer satisfaction with roads²

Our annual Roads Customer Satisfaction Survey has been conducted since 2016. The results from our most recent survey conducted in May 2019 are shown below.

Customer Satisfaction (%)	2015-16 (May 2016)	2016-17 (May 2017)	2017-18 (May 2018)	2018-19 (May 2019)
Private vehicle	85	85	83	85
Heavy vehicle	66	61	75	70
Motorcycle	83	82	89	87
Bicycle	82	87	87	85
Pedestrian	86	85	85	87

Customer satisfaction with point to point transport³

Consistent with surveys of other modes of transport, Transport for NSW conducts an annual survey of customer satisfaction with the point to point transport services that it regulates. The results are shown below:

Customer Satisfaction (%)	2014-15 (May 2015)	2015-16 (May 2016)	2016-17 (May 2017)	2017-18 (May 2018)	2018-19 (May 2019)
Taxi	84	81	81	86	86
Rideshare	-	-	88	92	91
Hire car	-	-	85	91	86

¹ Due to the impact of COVID-19, scheduled customer satisfaction surveying for May 2020 was suspended. The latest results for public transport modes are from the November 2019 survey.

² Due to the impact of COVID-19, scheduled customer satisfaction surveying for May 2020 was suspended. Results for 2019-20 are not available for road modes.

³ Due to the impact of COVID-19, scheduled customer satisfaction surveying for May 2020 was cancelled. Results for 2019-20 are not available for road modes.

Appendix 2: Work health and safety performance

Statement setting out work health and safety performance

The development of a whole of Transport Safety Report in late 2019 provided the first Transport cluster enterprise-wide safety report using information sourced from all transport and service modes. Safety performance is now being measured across all Transport modes. We are establishing uniformity in data collection and have broadened reporting categories using agreed lead and lag indicators.

A mandatory standard for health and safety reporting has been developed as an element of the shared Transport Safety Management Framework. This will enable further alignment of corporate safety performance reporting to drive standardisation, consistency and a common approach to measuring safety and wellbeing performance across modes.

High potential critical risk incidents

Over the past 12 months more than two-thirds of the number of high potential incidents across Transport involved our contractors and industry partners. We are focussing our efforts in building an assurance program with our contractors and partners to align their safe systems of work with a Safety Assurance Standard being developed as part of our shared Transport Safety Management Framework.

Workforce injuries

The lost time injury frequency rate (LTIFR) improved within Sydney Trains, NSW TrainLink and Sydney Light Rail compared with the previous financial year. A combination of fewer injuries and reduction in the severity of injury/illness, coupled with early intervention treatments have lifted performance.

Prosecutions

Transport for NSW is the defendant to a prosecution commenced on 18 June 2020 in connection with the fatality of a worker of a Principal Contractor on the Kamilaroi Highway on 21 June 2018.

Table 15: Work health and safety performance

Performance indicator	2019–20
Compensable workplace injuries	421
Total claim costs	\$1,839,114

Appendix 3: Major infrastructure projects

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

Table 16: Major infrastructure projects 2019–20

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 2020	Announced completion date	Announced estimated total cost (\$'000)	2019–20 expenditure (\$'000)	Expenditure in previous years (\$'000)
Northern Beaches Hospital Connectivity and Network Exchange	Frenchs Forest	Completed	2020	700,000	74,000	584,000
Pacific Motorway (M1) Widening, Wyong Road to Doyalson Link Road	Tuggerah - Doyalson	Completed	2020	part of \$391.6 million package ⁴	72,000	158,000
Sydney Light Rail - CBD and South East ⁵	Circular Quay to Randwick - Kingsford	Completed	2020	2,993,000	2,160,000	830,000
WestConnex	Various	Construction	2023	16,800,000 ⁶	1,105,000	1,792,100
Batemans Bay Bridge Replacement	Batemans Bay	Construction	2023	274,000	83,000	73,000
Cobb Highway, New Bridge Murray River, Echuca - Moama Bridge	Echuca (Victoria) and Moama (NSW)	Construction	2022	323,700 ⁷	26,000	10,000
Easing Sydney's Congestion - M4 Smart Motorway	Various	Construction	2020	615,700	184,000	390,000
NorthConnex	Various	Construction	2020	3,000,000 ⁸	26,000	900,000
Pacific Highway Upgrade - Woolgoolga to Ballina	Grafton, Maclean	Construction	2020	5,300,000	913,000	3,939,000
Parramatta Light Rail (Stage 1)	Westmead - Carlingford	Construction	2023	2,400,000	425,000	586,000

4 This project was publicly announced as part of the M1 Upgrades, which make up the \$391.6 million M1 Productivity Package.

5 Excludes contribution from the City of Sydney of \$220m; Transport for NSW has forecast a final cost of \$2.993 billion but this could be exceeded as claims are negotiated with the consortium. A final position on cost should be known by the end of 2020.

6 Note that \$800 million of the WestConnex ETC is allocated toward the delivery of Sydney Gateway. Actuals include TNSW expenditure only.

7 The total contribution of \$323.7 million includes Victorian and Federal government contributions. Total contribution from the NSW Government is \$87 million.

8 Actuals include TNSW expenditure only. Do not include contributions related to private financing.

Project description	Location	Status as at 30 June 2020	Announced completion date	Announced estimated total cost (\$'000)	2019-20 expenditure (\$'000)	Expenditure in previous years (\$'000)
Northern Beaches B-Line	Mona Vale - Wynyard	Construction	2020	512,000	28,800	429,700
Princes Highway, Albion Park Rail Bypass, Yallah to Oak Flats	Between Yallah - Oak Flats	Construction	2023	630,000	187,000	209,000
Princes Highway, Berry to Bomaderry Upgrade	Between Berry - Bomaderry	Construction	2022	450,000	102,000	148,000
Princes Highway, Nowra, Replace Southbound Bridge over Shoalhaven River	Nowra	Construction	2024	342,000	32,000	24,000
The Northern Road Upgrade, Peter Brock Drive to Mersey Road	Penrith	Construction	2020	N/A.	128,000	278,000
The Northern Road Upgrade, Glenmore Parkway to Jamison Road	Penrith	Construction	2020	N/A.	156,000	192,000
The Northern Road Upgrade, Mersey Road to Glenmore Parkway	Penrith	Construction	2022	N/A.	217,000	215,000
Easing Sydney's Congestion - Gateway to the South Pinch Points	Various	Ongoing	N/A	300,000	46,000	145,000
Easing Sydney's Congestion - Sydney Pinch Points and Clearways	Various	Ongoing	N/A	N/A	70,000	170,000
Fixing Country Rail Program ⁹	Various	Ongoing	N/A	400,000	38,461	14,677
Towards Zero Safety Infrastructure	N/A.	Ongoing	N/A	N/A	82,500	40,000
M6 Stage 1 (previously F6 Extension Stage 1)	Arncliffe - Kogarah	Pre-construction	2025	N/A	52,000	81,500
Sydney Gateway	Mascot	Pre-construction	2023	2,600,000	170,000	85,000
Western Harbour Tunnel and Beaches Link	Various	Pre-construction	N/A	N/A.	630,500	134,000
Circular Quay Precinct Renewal	Circular Quay, Sydney	Procure	N/A	N/A	8,000	28,000

⁹ Note: Fixing Country Rail has been transferred to the Transport Asset Holding Entity (TAHE) for the 2020-21 Budget. Capital actuals provided only.

Project description	Location	Status as at 30 June 2020	Announced completion date	Announced estimated total cost (\$'000)	2019-20 expenditure (\$'000)	Expenditure in previous years (\$'000)
M1 Pacific Motorway Extension to Raymond Terrace	Hexham	Planning	N/A	N/A.	6,000	33,000
M12 Motorway - M7 to the Northern Road	Badgerys Creek	Planning	N/A	N/A.	38,000	81,000
Newcastle Inner City Bypass, Rankin Park to Jesmond	Newcastle	Planning	N/A	N/A	16,000	31,000
Pacific Highway, Coffs Harbour Bypass	Coffs Harbour	Planning	N/A	N/A	36,238	96,770

Appendix 4: Research and development

Activity	Status	Partners and collaborators
<p>Yellow line marking and variable speed limit signs in roadwork zones</p> <p>This research project looked into the effect of yellow line marking and variable speed limit signs installed in road work zones to identify improvements in safety for both road workers and road users. The findings will facilitate ongoing innovation, development of guidelines for evaluation, design of future road work zone safety initiatives, and a process for trialling and approving new innovations.</p>	Complete	Australian Road Research Board
<p>Analysis of rear-end and other crashes related to roadwork sites in NSW</p> <p>This research project investigated rear-end crashes (and other crash types) in roadwork zones in NSW, to determine potential causal factors and identify temporary traffic control countermeasures to prevent these crash events. Part of the review analysed 118,628 crashes recorded from the CrashLink database. Data was analysed by examining count data, percentages and cross-tabulations across a number of levels of analysis by crash location and crash type.</p> <p>Roadwork zone crashes tended to have more severe outcomes on rural roads, with heavy vehicles as the key traffic unit and were most likely to involve driver distraction. A number of traffic control countermeasures were identified from the literature which had demonstrated an impact for the identified contributing factors.</p>	Complete	Australian Road Research Board
<p>Mental health and wellbeing of frontline roles with potential for exposure to traumatic incidents</p> <p>This research project examined the exposure of frontline road workers in regional and metropolitan areas to traumatic road crash incidents and the access to, and perceived effectiveness of, existing mental health and wellbeing strategies.</p> <p>An evidence-based mental health and wellbeing framework has been developed and will guide the provision of preventive mental health and wellbeing services for workers in frontline roles.</p>	Complete	FEFO Consulting
<p>Assessment of driver assist technologies</p> <p>Transport for NSW is undertaking research and development work with a major international vehicle manufacturer at the newly established Cudal test centre in the State's Central West.</p> <p>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 work is assisting in the development of new and emerging vehicle technologies.</p>	Ongoing	Commercial vehicle manufacturer

Activity	Status	Partners and collaborators
Waratah Research Network <p>This newly formed network is a whole-of-NSW-Government initiative to develop shared research processes: analysis and reporting, communications and engagement, collaboration strategy, contracts and procurement for the State. It aims to improve research collaboration and funding opportunities with both university and industry partners.</p>	Ongoing commitment	NSW Government – Chaired by NSW Chief Scientist
Transport for NSW Research Hub <p>The Research Hub fosters collaboration and information sharing between Transport for NSW, the tertiary sector, industry and other government agencies that are interested in transport and related research.</p> <p>The Research Hub outlines Transport for NSW Strategic Research Directions and Problem Statements and describes how partners can engage with Transport for NSW to solve some of transport's biggest challenges.</p>	Ongoing commitment	Transport for NSW with input from partner universities
Emerging business models in the digital economy and lessons for mobility <p>Primarily a qualitative exercise, the research combined a recent international literature review of Mobility as a Service supported by operational research input from Transport for NSW to assist with implementing Mobility as a Service in achieving the best outcomes for customers and the community.</p>	Completed	University of NSW, University of South Australia, Charles Sturt University and iMove
Vibrant Streets: Exploring balance between movement and place <p>Using virtual reality scenarios, this project is developing a series of evidence-based design principles for balancing vehicle movement with pedestrian safety to create safe and successful places.</p>	Continuing	Swinburne University and Government Architect NSW
Improving workplace flexibility for frontline operational staff <p>This project combines focus groups and a survey to identify barriers and solutions for improving flexibility for frontline staff across the Transport cluster.</p>	On hold COVID-19	Swinburne University and NSW Public Service Commission
Sydney Metro Northwest: Evaluating land use, place making and wider economic benefits <p>This is a three-year, multi-staged longitudinal project, and will identify the economic impact of the Sydney Metro Northwest project on land use, place making and wider economic benefits. The study will focus on three priority station precincts on the Metro North West Line. Research project will assist in both assessing the benefits of the project, and informing future business case development for large-scale infrastructure projects.</p>	Continuing	Western Sydney University, Sydney Metro

Activity	Status	Partners and collaborators
Impact of Connected and Automated Vehicles (CAV) and Electric Vehicles (EV) on transport models This six-month project was undertaken by a PhD student examining how CAVs and EVs will impact on current strategic travel models used for predictive modelling and transport planning.	Completed	Australian National University and Australian Postgraduate Research Intern program
Materials and technologies for reducing carbon emissions and the urban heat island effect for the Parramatta Light Rail project This six-month research project was conducted by a PhD student on the alternative materials and technologies that may be adopted by Parramatta Light Rail (PLR) for reducing carbon emissions and the urban heat island effect. It explored four specific areas that have the largest impact on emissions in the PLR project: cement, energy, steel and asphalt. Around 48 alternative technologies and materials were investigated along with recommendations on how PLR may utilise this information in further developing its sustainability policies.	Completed	University of Sydney and Australian Postgraduate Research Intern program with input from a number of stakeholders including the City of Parramatta Council
Improving Light Rail efficiency: Examining a number of data sources including SCATS traffic-light data, Opal data and modelling options. Co-funded PhD project to develop and test an algorithm set for optimising signalised intersections. This project identified options for speeding up light rail headways to improve customer journey times.	Completed	University of Technology Sydney and iMove
Ridesharing (dynamic ride pooling) and shared autonomous vehicles This was an international study across France, Sweden, United States of America and Australia. The research explored the impact of rideshare across customer segments, seeking to understand behaviour change.	Completed	University of NSW, Research Institutes of Sweden (RISE), Chalmers, University of Technology (Sweden)
Evaluation of level of satisfaction of customers for on demand transport in NSW supported by evidence from operational data The research will examine features of on demand transport across several locations in NSW and establish the extent to which these features are attractive (or unattractive) to customers. The research will include the social impact of on demand transport across customer characteristics, preferences and trip-making behaviour.	Continuing	Institute of Transport and Logistics Studies, University of Sydney

Activity	Status	Partners and collaborators
Maintenance of the Sydney Harbour Bridge arches The interior of the arches in the Sydney Harbour Bridge contains, hidden from view, 7.2 km of tightly confined tunnels. Bulkheads with manholes, partition plates at every 18 metres separate the outer and inner tunnels. Restricted entry through small hatches, limited operating space inside these tunnels, poor visibility, sandblasting, waste removal, and repainting are all serious challenges. Three projects have been initiated to develop maintenance solutions:		
WAuMBot – Intelligent robot for maintenance of outer tunnels in the Sydney Harbour Bridge arch The objective was to develop an autonomous, legged robot for removing rust and old paint, vacuuming and recoating internal surfaces of the arches in the outer tunnels of the Sydney Harbour Bridge. This robot has been tested and is ready for deployment.	Completed	University of Technology Sydney
Autonomous robot for maintenance of inner tunnels of the Sydney Harbour Bridge (2019–2021) The objective is to develop an autonomous mobile manipulator robot to navigate, inspect, remove rust and old paint, vacuum and recoat internal surfaces of the arches in the inner tunnels of the Sydney Harbour Bridge.	On hold	University of Technology Sydney
Laser cleaning processes for bridges This project aims to develop innovative laser cleaning processes to conserve the structural integrity and iconic status of the Sydney Harbour Bridge. New laser technologies offer the opportunity to remove lead-based paint and clean the bridge's steel members and granite pylons, offering advantages unavailable with current sandblasting techniques. In a three-year project funded by the Australian Research Council, the expected outcomes will be new best-practice laser conservation techniques usable for both hand-held and automated systems to preserve bridges.	Ongoing	Australian National University, University of Canberra, University of Sydney, Australian Nuclear Science and Technology Organisation
Cold spray (supersonic particle deposition) This project will scan rust and corrosion loss and autonomously repair sections by 3D printing with a high-speed deposition of metals and alloys. It will also provide a coating system for metal protection against corrosive environments. Preliminary pilot studies were conducted by nickel and stainless steel deposition on carbon steel. The static compression buckling tests and tensile tests, fatigue tests, and adhesion results have been very promising.	On hold	RUAG Australia (industry partner) University of NSW, University of Sydney (testing) University of Technology Sydney (robot)

Activity	Status	Partners and collaborators
<p>Structural health monitoring of the Sydney Harbour Bridge through fibre optic gauges</p> <p>This research will identify any repairs needed in the shortest possible time by locating changes in behaviour through structural monitoring with the use of lightweight, less complex fibre optic sensors. This identification will require specific forms of fibre optic monitoring that is economical to implement with data acquisition and analytics to be performed on measured characteristics.</p>	Field trials, further research and development on hold	University of NSW (Automated Manufacture of Advanced Composites facility)
<p>3D printed solar panels on printed carbon composites</p> <p>This project will design 3D printed solar panels to:</p> <ul style="list-style-type: none"> • become energy efficient/neutral, to derive power for use during the day • blend into Sydney Harbour Bridge architecture without being noticed, structurally adequate and durable • protect steel from corrosion due to aggressive salt spray. <p>A pilot project has been successfully completed to produce 3D printed solar panels on printed carbon composites.</p>	On hold	<p>University of NSW (School of Photovoltaic and Renewable Energy Engineering)</p> <p>University of NSW (Automated Manufacture of Advanced Composites facility)</p>
<p>Vehicle impact loading on retaining walls</p> <p>Diverse practices occur in industry on how to model vehicle impact loads on retaining walls. This has led to polarised designs, some costly and others unsafe. This research included national and international literature reviews and 3D numerical modelling to define a reasonable spread of the load for specific classes of traffic barriers and retaining structures. The results assisted in the development of a draft Technical Direction to guide designers to define the load spread for wall stability design. The Technical Direction is currently undergoing an approval process before publication.</p>	Completed	University of Western Sydney
<p>Study limit of ground granulated iron blast-furnace slag as a replacement for ordinary Portland cement and fly ash in concrete mixes</p> <p>This project investigates the high volume use of ground granulated iron blast-furnace slag (GGBFS) in rigid pavements. Subbase and base mixes incorporating supplementary cementitious materials such as GGBFS to address suitable fly ash shortages are becoming increasingly common. This project aims to study the development of strength in subbase and base concrete incorporating high volume GGBFS for the partial replacement of ordinary Portland cement in concrete. The incorporation of GGBFS in base concrete mixes and its effect on pavement surface characteristics will also be assessed. In addition, the carbonation behaviour and pore solution alkalinity of GGBFS-based concretes will be evaluated. The properties of GGBFS-based concrete mixes will be compared against a fly ash based concrete control mix.</p>	Ongoing	University of Technology Sydney

Activity	Status	Partners and collaborators
<p>Study of high early strength concrete versus plain concrete with CaCl₂</p> <p>Transport for NSW requires high early strength concrete for pavement slab repair work carried out under road closures, usually at night.</p> <p>This project will allow an investigation to be carried out to assess the differences in strength and maturity development of concrete road pavements incorporating 'new-age' calcium sulphoaluminate (CSA) binder and current calcium chloride (accelerator) technologies. Furthermore, these CSA-based concrete systems will be evaluated for their susceptibility to carbonation behaviour and the possible occurrence of delayed ettringite formation. The incorporation of CSA binder technologies into concrete pavement will also be compared and contrasted to ordinary Portland cement systems.</p>	Ongoing	University of Technology Sydney
<p>Recycled crushed glass in asphalt</p> <p>A recent literature review by the Australian Road Research Board provided justification for the use of up to 10 per cent of recycled crushed glass (RCG) with no impact on pavement performance. Further laboratory and field validation is required to establish if greater amounts of RCG are feasible. The aim of this project will be the investigation of potential increase in RCG content in both intermediate and wearing courses of roadways.</p> <p>Additionally, research and testing is underway to develop a test method that will define the cleanliness of RCG. Once developed, the intention is to add this requirement into our standards.</p>	Ongoing	Transport for NSW Russell Vale Laboratory, Pavements and Material Science groups

Appendix 5: 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 for NSW 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.

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

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

Number of access applications received

During the year, we received 955 access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information

In 2019–20 we refused access to information in 33 access applications because the requested information was information referred to in Schedule 1 of the GIPA Act.

Statistical information about access applications – Schedule 2

Table A: Number of applications by type of applicant and outcome¹⁰

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 /deny whether information is held	Application withdrawn
Media	9	11	7	6	0	0	1	2
Members of Parliament	17	7	1	7	2	11	0	1
Private sector businesses	177	175	28	21	0	4	0	14
Not-for-profit organisations or community groups	0	0	0	1	0	2	0	0
Members of the public (application by legal representative)	25	21	8	13	3	2	0	13
Members of the public (other)	137	39	45	49	5	9	0	38

¹⁰ More than one decision can be made to a particular access application. If so, a recording must be made in relation to each decision.

Table B: Number of applications by type of application and outcome¹¹

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 /deny whether information is held	Application withdrawn
Personal information applications ¹²	47	13	8	12	0	0	0	17
Access applications (other than personal information applications)	276	215	73	67	8	26	1	32
Access applications that are partly personal information applications and partly other	42	25	8	18	2	2	0	19

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	100
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	100
Invalid applications that subsequently became valid applications	56

¹¹ More than one decision can be made in a particular access application. If this occurs, each decision must be recorded.

¹² A personal information application is an access application for personal information (as defined in clause 4 Schedule 4 of the GIPA 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 ¹³
Overriding secrecy laws	0
Cabinet information	21
Executive Council information	1
Contempt	6
Legal professional privilege	5
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to the Judicial Commission NSW	0
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transactions under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0

¹³ More than one public interest consideration may apply to a particular access application and, if so, each consideration is to be recorded (but only once per application).

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

Consideration category/type	Number of occasions when application was not successful ¹⁴
Responsible and effective government	27
Law enforcement and security	3
Individual rights, judicial processes and natural justice	238
Business interests of agencies and other persons	25
Environment, culture, economy and general matters	1
Secrecy provisions	181
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	905
Decided after 35 days (by agreement with applicant)	9
Not decided within time (deemed refusal)	6
Total	920

¹⁴ More than one public interest consideration may apply to a particular access application and, if so, each consideration is to be recorded (but only once per application).

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	0	5	5
Review by Information Commissioner ¹⁵	9	13	22
Internal review following recommendation under section 93 of the GIPA Act	1	1	2
Review by the NSW Civil and Administrative Tribunal	0	1	1
Total	10	20	30

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	26
Applications by persons to whom information on the subject of access application relates (see section 54 of the GIPA Act)	4

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	10
Applicant-initiated transfer	3

¹⁵ 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 whether a recommendation to vary or uphold the original decision has been made.

Appendix 6: Disclosure of controlled entities

Table 17: Entities controlled by the Department of Transport

Name	Objectives	Operations and activities	Performance measures and targets
Transport for NSW	<p>The objectives of Transport for NSW are:</p> <ul style="list-style-type: none"> to plan for a transport system that meets the needs and expectations of the public to promote economic development and investment to provide integration at the decision-making level across all public transport modes to promote greater efficiency in the delivery of transport infrastructure projects to promote the safe and reliable delivery of public transport and freight services. 	<p>Transport for NSW has the following general functions:</p> <ul style="list-style-type: none"> transport planning and policy, including for integrated rail network, road network, maritime operations and maritime transport and land use strategies for metropolitan and regional areas. the administration of the allocation of public funding for the transport sector, including the determination of budgets and programs across that sector. the planning, oversight and delivery of transport infrastructure in accordance with integrated transport and land use strategies, and available financial resources, including prioritising of expenditure and projects across the transport system. 	<p>Key performance measures and targets for Transport for NSW are:</p> <ul style="list-style-type: none"> a target of 90 per cent of peak travel on time for key road routes, measured using journey time reliability reduce road fatalities by at least 30 per cent by 2021, measured using road fatalities in NSW per 100,000 population maintain or improve reliability of public transport services, measured using punctuality and on-time running measures with targets including: 92 per cent of rail services punctuality, 95 per cent of bus services run on time, 95 per cent of ferry services run on time, and 90 per cent of light rail services run on time improve customer satisfaction with key government services, measured using customer satisfaction ratings for public transport modes and roads key infrastructure projects to be delivered on time and on budget across the State.

Name	Objectives	Operations and activities	Performance measures and targets
Sydney Trains	The 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 Sydney metropolitan area, bounded by Berowra, Emu Plains, Macarthur and Waterfall.	Key performance measures and targets for Sydney Trains are: <ul style="list-style-type: none"> maintain or improve reliability of public transport services, measured using punctuality and on-time running measures with targets of 92 per cent of rail services improve customer satisfaction with key government services, measured using customer satisfaction ratings.
NSW Trains	The 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 multi-modal regional transport delivery organisation that provides intercity, regional and interstate rail and coach services for customers travelling longer distances. NSW TrainLink is dedicated to intercity and regional customers who need comfortable and reliable services with onboard facilities.	Key performance measures and targets for NSW Trains are: <ul style="list-style-type: none"> maintain or improve reliability of public transport services, measured using punctuality and on-time running measures with targets of 92 per cent of rail services improve customer satisfaction with key government services, measured using customer satisfaction ratings.
Sydney Metro	The objectives of Sydney Metro are: <ul style="list-style-type: none"> to deliver safe and reliable metro passenger services in an efficient, effective and financially responsible manner to 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 was established as its own NSW Government agency on 1 July 2018, and is responsible for managing the operations and maintenance of metro rail services in the north-west, and the planning and delivery of future metro lines.	Key performance measures and targets for Sydney Metro are: <ul style="list-style-type: none"> maintain or improve reliability of public transport services, measured using service frequency reliability of at least 98 per cent improve customer satisfaction with key government services, measured using customer satisfaction ratings.

Name	Objectives	Operations and activities	Performance measures and targets
State Transit Authority of New South Wales	<p>The objectives of the State Transit Authority are:</p> <ul style="list-style-type: none"> to operate efficient, safe and reliable bus services. 	<p>State Transit Authority operates as a service provider in the Transport cluster.</p> <p>State Transit Authority carries more than 130 million passengers every year.</p>	<p>Key performance measures and targets for State Transit Authority are:</p> <ul style="list-style-type: none"> maintain or improve reliability of public transport services, measured using on-time running measures with a target of 95 per cent of bus services improve customer satisfaction with key government services, measured using customer satisfaction ratings.
Sydney Ferries	<p>The objective of Sydney Ferries is to ensure delivery of safe and reliable Sydney ferry services in an efficient, effective and financially responsible manner.</p>	<p>Sydney Ferries owns the ferry fleet, but does not operate ferry services.</p>	<p>Customer service objectives, contractual obligations and performance targets relating to contracted ferry service operators are specified in the ferry services contract.</p>
Rail Corporation New South Wales (RailCorp)	<p>RailCorp's principal role is owner of major rail and rail property assets in NSW.</p>	<p>RailCorp owns the rail network, stations, the majority of property and certain rolling stock, but does not operate rail services.</p>	<p>Customer service objectives, contractual obligations and performance targets relating to RailCorp's operations are specified in the rail services contract.</p>
Residual Transport Corporation	<p>The objectives of the Residual Transport Corporation are to:</p> <ul style="list-style-type: none"> 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. 	<p>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.</p>	N/A

The Transport Asset Holding Entity

The 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 the TAHE and established as an independent statutory State Owned Corporation. The 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.

The 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.

The 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 the number one 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.

Implementation of the TAHE does not impact on operations and maintenance activities across the rail fleet and infrastructure.

Disclosure of subsidiaries

Transport for NSW has no subsidiary companies as at 30 June 2020.

Appendix 7: Overseas travel

Table 18: Overseas travel – paid or partially paid by Transport for NSW

Officer	Destination	Purpose
Secretary Transport	France, United Kingdom and the Netherlands	To engage with industry experts on a range of subjects relating to transport and urban regeneration. Among the issues covered during the trip were matters closely aligned to the Future Transport 2056 strategy including improving the customer experience via new technology, and minimising road deaths through greater innovation.
Principal Trainer Driver Trainer New Intercity Fleet	France	To observe the factory acceptance testing of the New Intercity Fleet mobile crew cab simulators at the engineering company, CORYS.
Principal Manger Systems and Data Support Manager Operational Systems Service Delivery	India	The application support function for 17 bus systems applications transitioned to an offshore support model on 15 December 2018 and is now undertaken by Wipro Limited in India. This travel was to attend on-site meetings and visits to assess the quality of the offshore teams' operational support processes and capabilities and to complete the due diligence required under the contract.
Manager Safer Vehicles	Monaco	To attend the Federation Internationale de Motocyclisme (FIM) award ceremony in Monaco to accept the Road Safety Award for the Motorcycle Clothing Assessment Program. The FIM paid the cost of travel and two night's accommodation.
Program Director Digital Systems	The Netherlands, Spain and the United Kingdom	To participate in the Institution of Railway Signal Engineers ASPECT Conference 2019; and attend reference site visits and stakeholder meetings in the Netherlands, Spain and the United Kingdom.
Director Centre for Maritime Safety	New Zealand	To represent NSW at the Australia New Zealand Safe Boating Education Group meeting with maritime safety agencies and partners.
Executive Director Services	New Zealand	To attend the Australia and New Zealand School of Government Executive Fellows Program.
Acting Deputy Secretary Customer Strategy and Technology	New Zealand	To attend the Australia and New Zealand School of Government Executive Fellows Program.

Officer	Destination	Purpose
Director Finance Business Partnering	New Zealand	To attend the Managing Public Sector Organisations (MPSO) course, which forms part of the Executive Master of Public Administration (EMPA) graduate degree. The EMPA is delivered by the Australia and New Zealand School of Government.
Director South East Precincts		
Relationship Technical Manager		
	Singapore	To attend Designing Public Policies Programs, which form part of the EMPA.
Executive Director Digital Products Delivery	Singapore	To be a guest speaker at the Intelligent Transport Systems World Congress
Executive Director Technical and Project Services	Singapore	To attend the Intelligent Transport Systems World Congress.
Director Network and Asset Intelligence		
Director Intelligent Transport Systems Strategy		
Senior Manager Intelligent Congestion Management Program, Operational Systems		
Project Director New Intercity Fleet	South Korea	To witness critical signal interference testing of the New Intercity Fleet
Two Project Engineers Rollingstock		
Principal Engineer for Signalling Systems	South Korea	To witness critical signal testing on the Osong test track in South Korea for the New Intercity Fleet
Associate Director Fleet Engineering	South Korea	To travel to the New Intercity Fleet manufacturing facility to audit the supporting documentation and gain physical verification that the first two trains were ready to be shipped from a quality, test readiness and train delivery perspective.
Project Manager Train Delivery New Intercity Fleet		
Acting Chief Operating Officer	South Korea	NSW TrainLink management and health and safety representatives observed and interacted with the functionality of the New Intercity Fleet in advance of the delivery of the first test trains to Australia.
Associate Director Operations New Intercity Fleet		
Industrial Relations Manager		
Director Safety Environment Quality and Risk		
Three Train Drivers		
Three Train Guards		
Manager Compliance Programs	Sweden	To witness testing of measurement equipment to enable traffic enforcement on Pennant Hills Road, Sydney.
(travel paid or partially paid for by former Roads and Maritime Services)		

Officer	Destination	Purpose
Director of Security and Critical Infrastructure Resilience	United Arab Emirates	To attend the 2019 World Road Congress to present on Transport for NSW's Drone Mitigation System.
Executive Director Place Making and Real Estate	United Kingdom	To attend the Western Sydney Leadership Dialogue study tour of East London and to deliver a presentation on behalf of Transport for NSW at a separate event organised by London First.
Executive Director Rail Delivery	United Kingdom	To meet with key rail industry counterparts, and represent Transport for NSW at the Australian British Infrastructure Catalyst 2019, via a speaking panel.
Executive Director Digital Products Delivery Executive Director Information Ticketing and Services	United Kingdom	To attend the Transport Ticketing Global event and witness delivery of services from Cubic's Global Operations Centre in Stockton.
Project Director Regional Rail	United Kingdom and Spain	To inspect the design of the New Intercity Fleet and inspect the manufacturing and testing facilities.
Acting Deputy Secretary Regional and Outer Metropolitan	United States of America and Canada	To attend Roads Australia's 2019 International Study Visit. The visit focused on 'Cities for the Future' and the 'Driverless Revolution'.

Appendix 8: Legal change

Changes in Acts and subordinate legislation

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 2009 (repealed 16.08.2019)
- Parking Space Levy Regulation 2019 (commenced 16.08.2019)

Passenger Transport Act 1990

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

Passenger Transport Act 2014

- Passenger Transport Regulation 2014

Minister for Transport and Roads

Photo Card Act 2005

- Photo Card Regulation 2014

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

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

Ports and Maritime Administration Act 1995

- Ports and Maritime Administration Regulation 2012

Rail Safety (Adoption of National Law) Act 2012

- Rail Safety (Adoption of National Law) Regulation 2018

Rail Safety National Law (NSW)

- 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, 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
-

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

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 2019–20

Rail Safety National Law (South Australia) (Miscellaneous) Amendment Act 2019
(South Australia Act No 4 of 2019)

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

Assent 11.04.2019; commenced on 01.07.2019 (Commencement Proclamation South Australian Government Gazette No 26 of 06.06.2019 p 1754)

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

Assent 30.05.2018; uncommenced provisions commenced 28.10.2019 (Commencement Proclamation 2019 No 513 published on NSW legislation website 25.10.2019)

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

Assent 17.06.2019; relevant parts (Schedules 1.11 and 1.16) commenced on 01.07.2019

Statute Law (Miscellaneous Provisions) Act (No 2) 2019 (Act 2019 No 14)

Assent 21.11.2019; relevant parts of Schedule 1 (*Schedule 1.15 Passenger Transport Act 2014 No 46; Schedule 1.20 Road Transport Act 2013 No 18; Schedule 1.25 Transport Administration Act 1988 No 109*) commenced on date of assent; relevant parts of Schedule 2 (*Schedule 2.20 Rail Safety National Law (NSW)*) commenced 14 days after the date of assent

Transport Administration Amendment (RMS Dissolution) Act 2019 (Act 2019 No 19)

Assent 22.11.2019; commenced 01.12.2019 (Commencement Proclamation 2019 No 569 published NSW legislation website 29.11.2019)

Road Transport Amendment (Miscellaneous) Act 2019 (Act 2019 No 21)

Assent 26.11.2019; commenced on date of assent except Schedule 2 amendments relating to statutory written-off vehicles which commenced 13.12.2019

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

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

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 2019–20

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

(Published NSW legislation website 14.06.2019; commenced on 01.07.2019)

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

(Published NSW legislation website 14.06.2019; commenced on 01.07.2019)

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

(Published NSW legislation website 14.06.2019; commenced on 01.07.2019)

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

(Published NSW legislation website 14.06.2019; commenced on 01.07.2019)

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

(Published NSW legislation website 14.06.2019; commenced on 01.07.2019)

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

(Published NSW legislation website 14.06.2019; commenced on 01.07.2019)

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

(Assent 17.06.2019; relevant parts (Schedules 1.17 and 1.18) commenced on 01.07.2019)

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

(Published NSW legislation website 21.06.2019; commenced on 01.07.2019)

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

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

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

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

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

(Published NSW legislation website 21.06.2019; commenced on 21.06.2019 except Schedule 1.2 (Other amendments) which commenced 28.10.2019)

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

(Published NSW legislation website 21.06.2019; commenced on 01.07.2019)

Road Amendment (Dangerous Goods) Rule 2019 (2019 No 316)

(Published NSW legislation website 05.07.2019; commenced on day published)

Marine Safety Amendment (Exemptions) Regulation 2019 (2019 No 373)

(Published NSW legislation website 09.08.2019; commenced on day published)

Parking Space Levy Regulation 2019 (2019 No 390)

(Published NSW legislation website 16.08.2019; commenced on day published)

Road Transport (Vehicle Registration) Amendment (Light Vehicles) Regulation 2019 (2019 No 392)

(Published NSW legislation website 16.08.2019; commenced on 01.09.2019)

Amending Acts, subordinate legislation made or commenced during 2019–20

Road Transport (Vehicle Registration) Amendment (Bull Bar Settings) Regulation 2019 (2019 No 454)

(Published NSW legislation website 13.09.2019; commenced on 16.09.2019)

Road Amendment (Stationary Emergency Vehicles) Rule 2019 (2019 No 466)

(Published NSW legislation website 20.09.2019; commenced on 26.09.2019)

Road Transport (General) Amendment (Place Management NSW) Regulation 2019 (2019 No 507)

(Published NSW legislation website 18.10.2019; commenced on day published)

Road Transport (Driver Licensing) Amendment (Digital Driver Licences) Regulation 2019 (2019 No 517)

(Published NSW legislation website 25.10.2019; commenced on commencement of Schedule 1[5] to the *Road Transport and Other Legislation Amendment (Digital Driver Licences and Photo Cards) Act 2018* – 28.10.2019)

Rail Safety National Law National Regulations (Application of Law) Variation Regulations 2019 (2019 No 539)

(South Australian Regulations applicable to NSW; published NSW legislation website 08.11.2019; commenced on commencement of section 118 of the *Rail Safety Legislation Amendment (National Services Delivery and Related Reforms) Act 2019* (Vic.), or the date the regulations are made, whichever occurs later – 02.12.2019)

Road Transport (General) Amendment (Parking Fine Flexibility) Regulation (No 3) 2019 (2019 No 555)

(Published NSW legislation website 22.11.2019; commenced on 01.12.2019)

Road Transport Legislation Amendment (Miscellaneous) Regulation 2019 (2019 No 573)

(Published NSW legislation website 29.11.2019; commenced on day published)

Heavy Vehicle National Amendment Regulation 2019 (2019 No 583)

(Queensland regulation applicable to NSW; published NSW legislation website 29.11.2019; commenced on 10.12.2019)

Passenger Transport (General) Amendment (Digital Driver Licences) Regulation 2019 (2019 No 612)

(Published NSW legislation website 13.12.2019; commenced on day published)

Point to Point Transport (Taxis and Hire Vehicles) Amendment (Digital Driver Licences) Regulation 2019 (2019 No 613)

(Published NSW legislation website 13.12.2019; commenced on day published)

Road Transport (Driver Licensing) Amendment (Digital Driver Licences) Regulation (No 2) 2019 (2019 No 614)

(Published NSW legislation website 13.12.2019; commenced on day published)

Road Transport (Driver Licensing) Amendment (Demerit Points) Regulation 2020 (2020 No 9)

(Published NSW legislation website 17.01.2020; commenced on day published)

Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2020 (2020 No 41)

(Published NSW legislation website 14.02.2020; commenced on commencement of Part 3 of the *Heavy Vehicle National Law and Other Legislation Amendment Act 2019* (Qld) – Commencement Proclamation 2020 No 18 notified on the Qld legislation website 21.02.2020 – commenced 28.02.2020)

Amending Acts, subordinate legislation made or commenced during 2019–20

Heavy Vehicle National Legislation Amendment Regulation 2020 (2020 No 61)

(Queensland regulation applicable to NSW; published NSW legislation website 21.02.2020; commenced on 28.02.2020)

Rail Safety (Adoption of National Law) Amendment (Drug and Alcohol Testing) Regulation 2019 (2020 No 89)

(Published NSW legislation website 13.03.2020; commenced on day published)

Road Transport Legislation Amendment (Light Vehicle Standards Rules) Regulation 2020 (2020 No 229)

(Published NSW legislation website 29.05.2020; commenced on day published except Schedule 1[7] and [8] which commenced on 01.07.2020)

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)

Parking Space Levy Amendment (COVID-19 Indexation of Levy) Regulation 2020 (2020 No 281)

(Published NSW legislation website 19.06.2020; commenced on day published)

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

(Published NSW legislation website 19.06.2020; commenced on 01.07.2020)

Point to Point Transport (Taxis and Hire Vehicles) Amendment (COVID-19 Indexation of Fees) Regulation 2020 (2020 No 283)

(Published NSW legislation website 19.06.2020; commenced on day published)

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

(Published NSW legislation website 19.06.2020; commenced 01.07.2020)

Road Transport (Vehicle Registration) Amendment Regulation 2020 (2020 No 286)

(Published NSW legislation website 19.06.2020; commenced on day published)

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)

Significant judicial decisions affecting the agency or users of its services

***Barkat v Roads and Maritime Services* [2019] NSWCA 240**

This was an appeal from a decision of the Land and Environment Court of NSW concerning the acquisition of land in Homebush for the WestConnex M4 East project. The then Roads and Maritime Services compulsorily acquired the applicants' land in 2015. The applicants commenced Class 3 proceedings in the Land and Environment Court, initially claiming in excess of \$45 million in compensation. The primary judge determined that compensation was \$4.3 million for market value and \$332,685 for disturbance.

The applicants appealed to the Court of Appeal on seven grounds. Principally, the applicants contended that the Parramatta Road Urban Transformation Strategy (PRUTS) published by Landcom should not have been held to be a part or a consequence of the public purpose of the M4 East project such as to be disregarded in the calculation of market value of the acquired land. They submitted that the PRUTS signalled to the market that the subject land would have been favourably rezoned shortly after the date of acquisition, and this should have affected the calculation of the compensation for the land.

The Court of Appeal held that any rezoning of the land as part of the PRUTS would be a consequence of the public purpose of the M4 East project. The project was the catalyst for the urban renewal set out in the PRUTS, and therefore of any associated rezoning to give effect to the PRUTS. An application for special leave to appeal to the High Court was refused.

***Cappello v Roads and Maritime Services* [2019] NSWCA 227**

This was an appeal concerning the compulsory acquisition of two parcels of substratum land at Haberfield by Transport for NSW or the WestConnex M4–M5 Link project. The applicant challenged the validity of the proposed acquisition notices on the basis that acquisitions were for a tollway which was not a public road and thus outside the scope of Roads and Maritime Services' acquisition power in Section 177 of the *Roads Act 1993*. The primary judge held that the 'purposes' of the Roads Act referred to in section 177 are not limited to the objects set out in section 3, but include the general statutory purposes gleaned from all of the provisions in the Roads Act, including the nature of the functions imposed under the Act upon the Minister, Transport for NSW or other

roads authorities. The primary judge held that Transport for NSW has the power to acquire private land for the purpose of construction of a tollway and dismissed the proceedings.

The plaintiff appealed to the Court of Appeal. The appeal was dismissed, with the Court affirming that Transport for NSW's power of acquisition under the Roads Act extends beyond the acquisition of land for public roads only. It extends to acquisition for the purposes of private roads, including tollways.

***G Capital Corporation Pty Ltd v Roads and Maritime Services* [2019] NSWCA 234**

Roads and Maritime Services compulsorily acquired three adjacent properties in Annandale in 2018 for the WestConnex M4–M5 Link project. The Valuer General determined compensation to be just over \$34 million, almost all of which was in respect of market value. The properties were the subject of uncompleted contracts for sale for a total sum of \$56.5 million. The applicant commenced proceedings in the Land and Environment Court of NSW (LEC) arguing that a preliminary question arose as to whether compensation should be awarded for disturbance under sections 55(d) and 59(1)(f) of the *Land Acquisition (Just Terms Compensation) Act 1991* (the Act) for the sum of the contracts for sale.

The LEC first considered whether there was an 'actual use of land' by the applicants at the time of the acquisition as required by section 59(1)(f), and held that there was not, as the properties were all the subject of leases to retail and commercial tenants.

The LEC then considered whether, on the basis of the contracts for sale, the compensation should be calculated by having regard only to sections 55(d) and 59(1)(f), and concluded that it ought not be, as that would contradict the express requirements of the Act. The applicants sought leave to appeal to the Court of Appeal; leave was granted to appeal in relation to one question and refused in relation to the other. The appeal was dismissed since the Court of Appeal broadly agreed with the reasoning of the LEC. Special leave to the High Court was also refused.

Appendix 9: Reporting of contracts with private sector entities

As a requirement of Part 3 of the *Government Information (Public Access) Act 2009* (GIPA Act), Transport for NSW maintains a register of government contracts that records information about each contract to which Transport for NSW is a party, and has, or is likely to have, a value of \$150,000 (GST inclusive) or more.

Transport for NSW's contracts register and tender disclosure information is available on the NSW Government's eTendering website at tenders.nsw.gov.au

We maintain a separate register of contracts that is available on the Transport for NSW website and available for view by class of contract.

Appendix 10: 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 for NSW's intranet. This includes information on the significance and purpose of the PID Act.

Transport for NSW provides face-to-face training sessions for staff and maintains a fraud and corruption e-learning module (mandatory for all new starters) that provides information on public interest disclosures and our Internal Reporting Policy.

Table 19: Public interest disclosures for Transport for NSW 2019–20

Information requested	Number
Number of public officials who have made a public interest disclosure to Transport for NSW	11
Public interest disclosures made by public officials in performing their day-to-day functions	3
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures	11
Number of public interest disclosures received by category	
Corrupt conduct	14
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	14
Number of public interest disclosures finalised	9

For the period 1 July 2019 to 30 November 2019 inclusive, Roads and Maritime Services reported public interest disclosure statistics to the NSW Ombudsman as a separate agency. Following the integration of Roads and Maritime Services with Transport for NSW on 1 December 2019, reporting of statistics to the NSW Ombudsman commenced as a merged entity.

Appendix 11: Privacy Management Plan

Privacy and Personal Information Protection Act 1998

In accordance with section 33 of the *Privacy and Personal Information Protection Act 1998 (NSW)* (PPIP Act), Transport for NSW has a Privacy Management Plan published on our website. The Privacy Management Plan was updated in March 2020 to reflect the dissolution of Roads and Maritime Services and the transfer of its assets, rights, liabilities and functions to Transport for NSW on 1 December 2019.

The Privacy Management Plan includes:

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

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

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

In 2019–20, we provided advice to a range of Transport for NSW business areas and Transport agencies on privacy compliance and best practice. This advice included legal advice on privacy issues associated with new projects.

Transport for NSW finalised three applications for internal review under Part 5 of the PPIP Act. Two applications were received during this reporting period and one application, received in the previous reporting period, was finalised in this period. Each review was finalised with a finding that no breach occurred.

Appendix 12: Multicultural policies and services

Agreement with Multicultural NSW

Transport for NSW's new Multicultural Plan for 2019–2020 outlines the key strategies and initiatives used by the Transport cluster to:

- deliver services in a culturally and linguistically diverse (CALD) society
- build a culturally competent organisation that ensures workforce diversity and inclusion.

Developing Transport for NSW's understanding of our customers is essential for identifying opportunities for the delivery of services. The new Plan's strategies seek to improve data collection and strengthen relationships with CALD stakeholders, in addition to understanding the transport needs of both our residents and visitors. Additional strategies aim to foster information and services that are accessible to CALD customers.

Recognising the diversity among Transport for NSW's staff is valuable for our organisation's success. We believe that workforce diversity is a key strength of our organisation as it enables us to provide exceptional customer service, bring innovation to everything we do, and inspire and motivate our employees to make us an employer of choice. In the

challenging time of COVID-19, this diversity makes us more resilient and agile and enables the organisation to continue to provide strong outcomes for the people of NSW.

Progress made on delivering the strategies in the Multicultural Plan for 2019–2020 are outlined below.

Effective communication channels and engagement with people from CALD backgrounds

- Customer research included customers who identified as having a CALD background. For qualitative customer research, often a minimum of two CALD audience members per focus group were included. Depending on the research scope, the number of CALD audience members might be aligned to specific linguistic or cultural groups. When conducting quantitative customer research, appropriate demographic questions were included where possible to capture CALD information, including whether a language other than English is spoken at home and whether respondents were born overseas.
- In accordance with government guidelines regarding the allocation of media spending, Transport for NSW spends approximately \$1.355 million per annum on advertising for multicultural and Aboriginal audiences.
- Road safety and public transport campaigns targeting CALD audiences adopted an in-language approach across paid advertising. The in-language approach also used translated materials that had been integrated in webpages and social media posts to raise awareness and assist in changing attitudes and behaviour. The 'Towards Zero NSW' website used this approach with information made available in Arabic, Simplified Chinese and Vietnamese, focusing on educating new migrants about driving rules, the risks and consequences of drink driving, not wearing a seatbelt, driving tired, and illegally using a mobile phone while driving.
- In the lead up to the launch of services on the CBD and South East Light Rail in late 2019, a series of videos were released with messages about pedestrian, cyclist and motorist safety. These videos were released online with versions displaying subtitles in both Simplified and Traditional Chinese. Further advertising about safety around light rail services was published in the Chinese Sydney Weekly, Australian Chinese News Weekly, Daily Chinese Herald, Singtao and Australian Chinese Daily during this period.

Availability of printed and online transport resources in formats accessible for CALD communities

- Online and printed information about public transport ticketing in the form of the 'Smarter Ticketing' brochure was available in both Simplified Chinese and Vietnamese versions. Further information about contactless payments was also provided using these two languages online via the transportnsw.info website.
- Access to discounted public transport travel continued to be provided for asylum seekers permanently residing in NSW. Eligible asylum seekers received access to discounted public transport travel, including \$2.50 daily capped fares using the Gold Opal card on metropolitan services, Regional Excursion Daily tickets on regional local bus services and Country Pensioner Excursion tickets on NSW TrainLink regional trains and coaches. Over 6000 asylum seekers used this concession and information fact sheets were available in eight written languages including Arabic, Bengali, Simplified Chinese, Farsi and Tamil.

Increase staff awareness of racial diversity, inclusion and cultural events

- Transport for NSW partnered with the Australian Human Rights Commission for the 'Racism. It Stops with Me' national campaign.
- Each year Transport celebrates Harmony Day, National Reconciliation Day and National NAIDOC Week, along with other events in our diversity and inclusion calendar. Our campaigns are building a culture that celebrates all types of diversity. This year's events were a little different – ensuring that we promoted and complied with COVID-19 guidelines – our events were mostly virtual but still had great impact with high levels of participation and executive sponsorship.
- Transport for NSW's Reconciliation Action Plan 2019–2021 (RAP) has made great progress in increasing awareness of how racial discrimination impacts on individuals and communities.
- RAP is the largest of its kind with over 60 actions. Consultation with our employees in developing and implementing the RAP was extensive. A co-designed and decentralised implementation model ensures that both activity and outcomes are embedded and bring about real social, financial and economic benefits for Aboriginal and Torres Strait Islander people.

- Our five ways of leading program is building leaders who are caring, creative, sustainable, empowering and courageous to enhance our inclusive culture.

Provide training and development opportunities that equip staff with cultural competency skills and knowledge

- To equip staff with the skills for engaging with people from CALD backgrounds, we continued to offer a range of specific diversity and inclusion programs.
- 'A Mind Your Language – Cracking the Communication Code' training course was designed for all frontline staff, supervisors and managers who have regular contact with customers. This course raises the awareness of cross-cultural differences, vulnerable people, and reading body language. It has provided our staff with the skills to negotiate and communicate with a broad range of customers, including those with a CALD background. A total of 67 employees across the Transport cluster completed the course during 2019-20, bringing the total number to 210 employees.
- We continued to provide online learning modules for unconscious bias and eliminating bullying and harassment, however COVID-19 restrictions put our Aboriginal Cultural Education Program and conscious inclusion training on hold.
- We developed an Aboriginal Cultural Learning Framework to identify and measure cultural competency.

Transport cluster to remain an employer of choice that supports diversity and inclusion

- Transport for NSW measures and monitors both the diversity and satisfaction of cluster staff through the People Matter Employee Survey. Analysing the findings from the People Matter Employee Survey allows Transport to understand the needs of culturally and linguistically diverse staff.
- We are utilising new technology and revising our systems to capture data to better understand the cultural diversity in Transport for NSW. At recruitment and ongoing work stages we ask employees for their diversity data, which is stored confidentially and securely for aggregated analysis.
- We have promoted employment opportunities and programs for people who identify with a CALD background. Job advertisements include an organisation Diversity and Inclusion Statement which encourages applications from people with CALD backgrounds.

- Transport for NSW has continued to administer the Humanitarian Cadet Program as part of the range of Entry Level Talent Programs, offering refugees a 12-month employment placement within the Transport cluster to build their workforce experience and skills. This placement is supported by access to development sessions, networking events and a dedicated program manager who conducts regular individual and group catch-ups.
- The new Multicultural Plan's shorter timeframe (2019-20) has been purposely selected, to allow our next Plan to better align with Transport for NSW's reporting requirements as a Designated Multicultural Policies and Services Program Agency.

Effective communication for people from CALD backgrounds during COVID-19

In response to the COVID-19 pandemic signage on train station lifts and platforms at key locations communicating physical distancing practices were distributed in Arabic, Greek and Simplified Chinese languages.

Appendix 13: Disability Inclusion Action Plan

The Transport for NSW's Disability Inclusion Action Plan 2018–2023 was released in December 2017 containing more than 160 actions under five key outcome areas. Of these actions, 130 were either completed or underway.

Key achievements during 2019–20 that improve accessibility for customers and employees are outlined below:

Liveable communities

- Delivery of the Transport Access Program has continued to improve access to public transport for people with disability, limited mobility or people with prams. Since 1 July 2019, six train stations and one ferry wharf were upgraded. A further five stations and two ferry wharf upgrades were nearing completion by 30 June 2020. Planning is currently underway for a further 53 stations and three ferry wharf upgrades as part of the third tranche of the Transport Access Program.
- Progress was made in the design and delivery of new, accessible train fleets, and the first of the New Intercity Fleet trains arrived in Australia for testing. An upgrade to the existing Tangara fleet has delivered a prototype to test improved new accessibility features like visual and improved audio information.
- Wayfinding has been completed to make bus stops more accessible. This includes the design of bus stops with raised lettering and Braille to communicate stop numbers. Members of the Accessible Transport Advisory Committee were engaged to finalise this work.
- A comprehensive audit of train stations and ferry wharves against Disability Standards for Accessible Public Transport compliance has started and is scheduled to be completed by late 2020.
- Low-floor accessible buses continue to be prioritised for use during special events. Operational procedures are also in place for people with accessibility needs to get priority access to event services at bus stops.

Accessible systems and processes

- Customer Information Systems for Public Transport Buildings and Conveyances Standard Version 2.0 was published on 27 May 2020. The new version incorporates accessibility requirements that apply to metros, trains, ferries and light rail. The Standard must be adopted into future projects and programs to ensure consistency in information outcomes for all customers, including those with disability.
- Transport for NSW continued its participation in the Australasian Railway Association Accessibility Working Group. This allows us to share ideas and lessons learned with other jurisdictions. A key milestone was Transport for NSW's presentation at the inaugural Rail Accessibility Forum in August 2019.

Accessible customer information technology and research

- Through collaboration across relevant cluster agencies, and engagement with customers with hearing impairments, a new standardised approach was developed to identify hearing induction loop facilities within transport precincts.
- Accessibility remains one of the key indicators in the Transport Customer Satisfaction Survey which surveys approximately 10,000 customers each year. The survey includes a question for customers to self-identify as having disability.

Inclusive customer service and feedback

- NSW TrainLink was granted accreditation of the Communication Access Symbol in October 2019 for the South Coast Line. In 2019–20, 100 frontline staff attended training sessions which equipped staff with the skills and materials to be respectful and responsive to customers with communication difficulties.
- Transport's Accessible Transport Advisory Committee (ATAC) has participated in several design testing consultations to improve accessible outcomes for customers. Examples include:
 - **Parramatta Light Rail:** ATAC attended consultations which included vehicle and platform mock-up testing.
 - **Regional Rail upgrade:** ATAC members were consulted in the early design stages of the project and tested low-fidelity mock-ups of the train.

- **Delivery of new ferries:** ATAC members were consulted on the forthcoming next generation Emerald Class and Rivercat Class ferries. Held as digital workshops using the layouts of the current fleet, members were given the opportunity to provide feedback on accessibility to help shape the new fleet, as it is introduced into service over the next two years.
- **Bus stops:** ATAC members participated in testing of Braille information to improve the accessibility of bus stop information.
- **Boarding ramps:** ATAC members were invited to test a new prototype ramp for boarding trains. This project looked at improving the functionality of the ramp, as well as the stability and width for accessibility.

Disability employment

- Transport for NSW has made the Public Service Commission's disability awareness online training available to staff. This is mandatory for all Senior Managers and Executives. As of June 2020, 969 senior members of staff, and 451 additional staff completed the module.
- On 3 December 2019, Transport for NSW held four events to acknowledge International Day of People with Disability with speakers from the Public Service Commission, and a panel of people with disability sharing their stories of working in Transport. The event was recorded and circulated via internal communication channels to all staff.
- Transport's SAP system provides staff with the self-service ability to update their personal data, including diversity information. As at May 2020, 66 per cent of staff completed their diversity data in Equip. Transport for NSW self-identification rate for people with disability is 1.6 per cent which equates to 434 staff.
- The Future Workplaces Project team have been working closely with Transport's Internal Accessibility Advisory Group and our Enabled network to ensure that the needs of those with accessibility requirements are being considered in workplace environments.

Appendix 14: Land disposal

Transport for NSW acquires and holds properties to construct major projects in accordance with its functions under the *Transport Administration Act 1988*. After completing projects, 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.

There were no land and property assets disposed of by Transport for NSW with a value greater than \$5 million during 2019–20.

Documents relating to the disposal of land or property by Transport for NSW can be obtained under the *Government Information (Public Access) Act 2009*.

Appendix 15: 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, and are being undertaken in accordance with the Environmental Assessment and Decision Making by Transport for NSW.

Table 20 reports on the status of the three determined (approved) projects that have been considered under the *Environment Protection and Biodiversity Conservation Act 1999* (Cwlth) strategic assessment approval since its commencement in September 2015.

In 2019–20, no new Review of Environmental Factors (REF) projects were exhibited that triggered the strategic assessment approval. On one project, the New England Highway project between Belford and the Golden Highway, early work had commenced.

Table 20: 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 Powerworks Road, Ingleside			
Direct: <ul style="list-style-type: none"> <i>Grevillia caleyi</i> – 3.4ha potential habitat including 75 known individuals <i>Microtis angusii</i> – 1469 known individuals <i>Heleioporus australiacus</i> – 0.22ha of breeding habitat and 12.5ha of potential non-breeding habitat 	Principle mitigation measures are: <ul style="list-style-type: none"> implementing the Roads and Maritime Services 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.	A Review of Environmental Factors and Species Impact Statement were exhibited from 10 February 2017 – 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 at June 2020, construction had not commenced.
Indirect: <ul style="list-style-type: none"> fragmentation and isolation of individuals and habitats noise, dust and other construction impacts hydrological impacts on downstream habitats fauna collision and mortality 	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, <i>Microtis angusii</i> , is subject to taxonomic and conservation status review.		

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: <i>Melaleuca biconvexa</i> – 2.16ha with estimated 2163 stems Indirect: <i>Melaleuca biconvexa</i> – 0.73ha with an estimated 2575 mature stems	Principle mitigation measures are: <ul style="list-style-type: none"> implementing the Roads and Maritime Services 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 <i>Melaleuca biconvexa</i> will be offset through the purchase of biodiversity credits in accordance with the Framework for Biodiversity Assessment.	A review of Environmental Factors and Species Impact Statement were exhibited from 18 July 2016 – 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 at 30 June 2020 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 8.2ha Indirect: Fragmentation/ degradation of remaining Critically Endangered Ecological Communities (CEECE). This CEECE 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 CEECE: <ul style="list-style-type: none"> Implementing the Roads and Maritime Services 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.	A Review of Environmental Factors including biodiversity assessment was exhibited from 30 June – 28 July 2017.	Project determined (approved) by Roads and Maritime Services on 10 July 2018. As at 30 June 2020, some early works involving individual trees has occurred with full construction anticipated to commence in 2021.

Environment Protection and Biodiversity Conservation Act (EPBC Act) bilateral agreement

The NSW Government is signatory to an *Environment Protection and Biodiversity Conservation Act 1999 (Cwlth)* bilateral agreement with the Australian Department of Agriculture, Energy and the Environment in relation to environmental assessments. The bilateral agreement commenced in February 2015 and was amended in March 2020 to include the NSW Biodiversity Offset Scheme as an accredited method to assess and offset biodiversity impacts. This year, no Transport projects were subject to a controlled action determination.

Appendix 16: Accounts payments and grants

Funds granted to non-government community organisations

The Transport Access Partnerships Grants Program supports initiatives to improve services and outcomes for the 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 2019–20, we distributed a total of 42 grants to non-government community organisations, with funds totalling \$884,764.

These initiatives are summarised below.

Table 21: Funds granted to non-government community organisations

Organisation	Grant purpose	Amount
Bellingen Neighbourhood Centre Inc.	Dorrigo youth Grant to provide coordinated group transport from the Torrigo Youth Space to home for isolated and disadvantaged youth in the Torrigo area. Transport will be provided to satellite communities such as Tyingham, Deervale and Megan. Average service distances are anticipated to be around 200 kilometres.	\$30,000
Birra li Aboriginal Maternal and Children's Health Service	Birra Li too This project will provide culturally appropriate transport to a playgroup for young Aboriginal parents and their children. The playgroup is for social interaction and to provide access to multiple clinicians who specialise in early childhood development, maternal health and wellbeing and parenting skills for young fathers.	\$60,000
Boys to the Bush Ltd	The Boys bush bus Grant to support Boys to the Bush in delivering and growing their support program for disadvantaged male youth and in building the capacity of volunteers to deliver the transport by obtaining medium rigid driver licences. The program is aimed at giving life skills and experiences to disadvantaged male youth in the Western and Southern regions of NSW. They run camps designed to create positive influences and give boys opportunities to succeed.	\$50,000
Coonamble Shire Council	Coonamble Koori Knockout The funding of this project will subsidise the cost of attending the Aboriginal Football Knockout held in Newcastle for Aboriginal people in the Coonamble Shire. The project will enable access to the knockout for people who otherwise would be unable to go. The knockout is a major cultural gathering for Aboriginal people.	\$3000
Cowra Information and Neighbourhood Centre Inc.	Cowra walkabouts This project will enable the Cowra Information and Neighbourhood Centre to organise events inside and outside the local area that are of interest to the Aboriginal Elders of Cowra. This will assist in reducing the isolation felt by many Elders as they do not have access to vehicles, and allow for cultural connections back to Country.	\$15,000
Dunedoo Area Community Group Inc.	Moving Dunedoo This project will allow community organisations within Dunedoo to deliver transport to their target groups. A calendar of events will be developed to support the transport requirements of each group and allow all aspects of the community to access social, cultural and education events.	\$20,000

Organisation	Grant purpose	Amount
Eurobodalla Shire Council Community Transport	Aunty Jeans Elders Mini Olympics 2019 This project supported a local Eurobodalla Shire Elders Group to travel to the Elders Mini Olympics in Wollongong on 22-24 October 2019.	\$2359
Girilambone Public School	Girilambone Public School equality for all Grant to support Girilambone Primary School assist students to attend social, cultural and sporting events. Girilambone Primary School is located in an isolated community and has only 10 students. This transport grant will allow access to increase their social network and learning opportunities. It will also aid other small communities in their social interactions. Without this transport these students will become more disadvantaged.	\$20,810
Glen Innes Family and Youth Support Service Inc.	Transport supports Glen Innes The program supports small projects that target the most disadvantaged in the community. They are: transport for Aboriginal preschool children and their parents; transport for people who have mental health and wellbeing problems or are affected by drought and the recent bushfires; crisis transport for women and children fleeing domestic violence; youth transport to Armidale PCYC; Aboriginal women and children with disabilities.	\$33,440
Glen Innes Family and Youth Support Service Inc.	Glen Innes community bus project This project will provide training for up to 20 participants to gain medium rigid and heavy rigid driver licences along with Bus Operator Accreditation Scheme accreditation and training so they can assist passengers who are mobility impaired.	\$34,555
Gulgong Public School	Gulgong Public School Rewards Day This project will provide culturally appropriate and affordable transport for primary school children living in the Gulgong area to access a Rewards Day the Gulgong Public School is organising. This includes a full-day trip to Prospect to Raging Waters Sydney water park. Of the 150 students 16 are Aboriginal students who will benefit from this excursion.	\$5000
Hermidale Primary School	Hermidale journeying to the stars This project will provide equal student access to academic, sporting and cultural events at Hermidale Primary School, creating an inclusive and supportive environment. The funding will assist with reducing isolation, create effective social networks and increase educational and sporting opportunities for Kindergarten to Year 6 students at the school and the partnering schools in the area.	\$18,000
Home Assistance and Regional Transport Services Inc.	Provisional partnerships Enabled a minimum of 25 people from disadvantaged backgrounds to attain their provisional licence, which will in turn assist in breaking the cycle of poverty in the Lismore, Kyogle and Richmond Valley regions.	\$25,000

Organisation	Grant purpose	Amount
Jaanyмили Bawrrungga Inc.	Still moving in Bowra This project will provide weekend transport for people in the Bowraville community. The aim is to support the youth of the town to access sporting or social activities only available in other centres. Jaanyмили Bawrrungga will develop a trusted group of volunteer drivers to deliver the majority of the transport. Should the transport be too demanding for a volunteer, a paid driver will be used.	\$50,000
Kandos High School	Connecting Kandos Grant to support Kandos High School to assist students primarily to attend TAFE and secondly connect students and the Kandos community with a day-return option to Mudgee for social and educational activities.	\$49,608
Kyogle Council	Working it out in Kyogle This project will provide transport to the marginalised, isolated, financially disadvantaged and unemployed people who have no access to private transport and for whom the limited existing public transport does not meet their employment needs. It will primarily transport people to employment at the Northern Co-Operative Meat Company in Casino and Mountain Blue farm in Tabulam.	\$65,000
Linked Community Services Ltd	Hastings Koori Knockout 2019 This project subsidised the cost of attending the Aboriginal Football Knockout in Newcastle for Aboriginal people in the Port Macquarie and Kempsey regions. The project enabled access to the knockout for people who otherwise would be unable to go. The knockout was a major cultural gathering for Aboriginal people.	\$3000
Merriwa District Progress Association	Merriwa transport guide The Merriwa District Progress Association has developed a small printed guide of local public transport to assist elderly residents and residents who have limited or no access to computers or online options. This grant will enable the association to print and distribute the guide more widely.	\$500
Moorambilla Voices Ltd	Yindywarra (Moorambilla Voices) This grant is for Moorambilla Voices to assist with transport for youth in regional and remote areas to attend cultural and social workshops in Dubbo and Baradine. It will allow isolated and geographically disadvantaged youth to attend the workshops and therefore reduce their isolation and create a social and educational experience. The Moorambilla skills development workshop region covers 224,000km ² of NSW, and participants travel several times a year to participate.	\$46,000
Mudgee and Districts Vietnam Veterans, Peacekeepers and Peace Makers Association Inc.	Connecting veterans This project aims to reduce the isolation felt among veterans and deliver transport to establish a social network in a safe environment, share their stories and help each other to heal. It will also help the Association to recognise at-risk veterans early. This project will connect veterans to events held at the War Memorial in Canberra, ANZAC and memorial services, and other healing events. The project will allow veterans who are located in regionally isolated areas to attend monthly social meetings which they would otherwise not attend.	\$10,000

Organisation	Grant purpose	Amount
Murdi Paaki Services	The Warrego run This project will allow the community of Enngonia to have transport to Bourke every fortnight to access groceries, medical and other appointments, and visit family. The project will also allow access to cultural and recreational activities eight times per year that the community cannot attend due to lack of transport.	\$45,000
Murwillumbah Community Centre Inc.	Culture kids community Grant to provide free and culturally appropriate transport to enable Aboriginal youth to attend activities on weekends, after school and during school holidays, which will be developed and run by the Murwillumbah Community Centre.	\$25,000
Northcott Society	Wheels4Life The Wheels4Life project will improve transport, travel safety and access options for regional people with disability. This will provide opportunities for them to learn and apply cycling knowledge, skills, and training experience to open up transport choices and unlock access and greater participation in the community.	\$35,053
Northern Coalfields Community Care Association	Kurri Kurri youth project This program targeted youth who had been identified as being at risk of entering the justice system. It assisted at-risk youth in Kurri Kurri to attend a health, wellbeing and mentoring program at Cessnock PCYC each Wednesday from November 2019.	\$19,000
NSW Department of Education	Wish Upon a Star Wish Upon a Star supported the Department of Education to provide an excursion for 150 students to attend the School Spectacular in Sydney and enjoy Specfest. They also had time to swim and be social with children from other schools. Primary schools in the areas surrounding Dubbo, Tamworth and Wagga Wagga nominated four students, who were from rural communities suffering from the drought, to attend.	\$22,830
PCYC Wagga Wagga	Mawang Gaway Nations of Origin Wiradjuri (South) Transport 2019 The Nations of Origin event is the largest youth Aboriginal event in NSW. It is designed to promote reconciliation within communities and engage Aboriginal and Torres Strait Islander youth in sporting, social, cultural and leadership activities. The target recipients for this funding were young people from low socio-economic suburbs and who were considered to be at risk.	\$3818
Pirates Rugby Club Incorporated	Go youth rugby This project will provide transport to rugby games for the Girls Under 17 and Opens teams and the Boys Youth teams. The teams include a targeted Aboriginal engagement group that is part of the work conducted by the Pirates Rugby Club in collaboration with regional high schools. The transport is proposed to be bus hire for transport to and from games. Transport access and cost have been identified as the major limiting factors to enabling young people to participate in sport in the region.	\$13,500

Organisation	Grant purpose	Amount
Port Macquarie Neighbourhood Centre	Getting home Grant to address the transport needs of isolated and financially disadvantaged inpatients when discharged from hospital outside the operating hours of regular transport providers, including Hastings Macleay Community and Durri Aboriginal Medical Service.	\$12,000
Port Macquarie Neighbourhood Centre	On the home run Grant to provide door-to-door access to employment and accommodation for young families in refuges or families who find themselves homeless. The transport will be delivered using a pool of suitably qualified and supported volunteers driving their own vehicles.	\$22,000
Port Macquarie Neighbourhood Centre	We can in Wauchope Grant to provide free transport for young people living in Wauchope and outlying communities, most of whom will be Aboriginal, to social and recreational activities outside the local Hastings area. This project aims to build on the work of the Port Macquarie Neighbourhood Centre with the Wauchope community and the feedback from the community on the difference it is making to the kids.	\$10,000
Port Macquarie Neighbourhood Centre	Still bored This project addressed the transport needs of Aboriginal youth in the Wauchope region for access to social and recreational activities in Port Macquarie on weekends and school holidays. It provided subsidised transport using existing route service buses.	\$15,000
Regional NSW, Department of Planning, Industry and Environment	Regional Youth Activities This grant supported recreational activities and skills development courses for young people living in small, drought-impacted communities over the summer holidays of 2019/2020.	\$34,210
Riverina Sistas	Riverina Sistas Koori Knockout 2019 This project provided a small bus to transport the Riverina Sistas rugby league team to Tuggerah to participate and compete in the 2019 NSW Rugby League Koori Knockout.	\$2026
South Narrabeen Surf Life Saving Club	Bush to Beach 2020 Brewarrina is an isolated and disadvantaged community in Western NSW. This transport grant allows Aboriginal youth to visit a coastal community and take part in activities such as first aid courses and swims in the ocean and to experience a different aspect of life. The project is an incentive for good behaviour and school attendance. It covers the township of Brewarrina and the outlying remote communities of Goodooga and Weimoringle.	\$9455
The Community Transport Company	Coffs Koori Knockout 2019 The funding of this project subsidised the cost of attending the Aboriginal Football Knockout in Newcastle for Aboriginal people in the Coffs Harbour, Bellingen and Nambucca Valley regions. The project enabled access to the knockout for people who otherwise would have been unable to attend. The knockout is a major cultural gathering for Aboriginal people.	\$3500

Organisation	Grant purpose	Amount
The Community Transport Company	Backing Bowra This project will enable the transfer of ownership of a 12-seat bus from the Community Transport Company to Jaanyмили Bawrrungga. The purpose is to continue an out-of-hours service for the community and will enable Jaanyмили Bawrrungga to assess their ability to be self-sufficient in meeting the transport needs of their community.	\$15,000
Tweed Byron Ballina Community Transport	Northern Rivers Koori Knockout 2019 The funding of this project subsidised the cost of attending the Aboriginal Football Knockout in Newcastle for Aboriginal people in the Northern Rivers region. The project enabled access to the knockout for people who would otherwise not be able to attend. The knockout is a major cultural gathering for Aboriginal people.	\$5500
Walcha Shire Council	Preschool bus drought support Walcha was heavily impacted by drought and then bushfires. Walcha Shire Council had been hiring a bus to transport preschool children from Walcha Central School, the last stop for the existing school bus route, to Walcha Preschool. In previous years bus hire costs had been absorbed by Walcha Shire Council, however due to increasing costs this was going to be passed onto parents. Due to the ongoing financial impact of the drought, many parents were unable to make this contribution and their children would have been unable to attend preschool.	\$25,000
Walgett Shire Council	Wheels in Motion Wheels in Motion provided transport to disadvantaged communities of Lightning Ridge, Collarenebri, and Walgett during the 2020 NAIDOC Week 'Always Was And Always Will Be' celebrations across the Walgett Shire. Combined with the support of other services supplying transport in partnership with council this allowed communities to make provision for accessibility for young people, Elders, Aboriginal people and non-Indigenous people and from outlining villages to access events.	\$3000
Wee Waa Community Care Service Inc.	Nandewar Wedgetails Koori Knockout 2019 The funding of this project subsidised the cost of attending the Aboriginal Football Knockout in Newcastle for Aboriginal people. The long established Nandewar Wedgetails, based in Narrabri, were invited to participate in the annual Koori Knockout.	\$5300
Yaegl Aboriginal Land Council	Yaegl Koori Knockout 2019 The funding of this project subsidised the cost of attending the Aboriginal Football Knockout in Newcastle for Aboriginal people in the Yamba and Maclean regions. The project enabled access to the knockout for people who otherwise would have been unable to attend. The knockout is a major cultural gathering for Aboriginal people.	\$2500
Young Life Australia	Warren Youth Goanna-Where Grant to support Young Life to assist with transport for youth in the township of Warren to attend cultural, educational, sporting and social workshops outside the Warren local government area.	\$14,800

Transport for NSW administered community grants

Transport for NSW works with many organisations administering grants. The organisations, the programs and the funding received during 2019–20 are detailed in the table below.

Table 22: Community grants administered by Transport for NSW

Organisation	Program	Funding (\$)
Access Sydney Community Transport Inc.	National Disability Insurance Scheme – Residual Transport Subsidy	60,236
	Commonwealth Home Support Program	3,760,753
	Community Transport Program	350,238
	Non-government organisations health grants	48,061
	Total	4,219,288
Activus Transport Inc.	National Disability Insurance Scheme – Residual Transport Subsidy	16,170
	Commonwealth Home Support Program	2,051,803
	Community Transport Program	68,179
	Non-government organisations health grants	26,112
	Total	2,162,264
ADSSI Ltd	Commonwealth Home Support Program	737,461
	Community Transport Program	135,810
	National Disability Insurance Scheme – Residual Transport Subsidy	7073
	Total	880,344
Australian Unity Home Care Services Pty Ltd	Commonwealth Home Support Program	1,824,763
	Community Transport Program	839,441
	Non-government organisations health grants	50,700
	Total	2,714,904
Awabakal Ltd	Commonwealth Home Support Program	271,249
	Community Transport Program	44,046
	National Disability Insurance Scheme – Residual Transport Subsidy	7062
	Total	322,357
Bankstown Canterbury Community Transport Inc.	Commonwealth Home Support Program	2,620,030
	Community Transport Program	123,435
	National Disability Insurance Scheme – Residual Transport Subsidy	22,545
	Non-government organisations health grants	25,113
	Total	2,791,123

Organisation	Program	Funding (\$)
Bathurst Community Transport Group Inc.	Commonwealth Home Support Program	456,082
	Community Transport Program	150,377
	National Disability Insurance Scheme - Residual Transport Subsidy	9554
	Total	616,013
Blue Mountains Aboriginal Culture and Resource Centre	Commonwealth Home Support Program	77,787
	Community Transport Program	24,976
	National Disability Insurance Scheme - Residual Transport Subsidy	5885
	Total	108,648
Bungree Aboriginal Association Ltd	Commonwealth Home Support Program	192,935
	Community Transport Program	50,353
	National Disability Insurance Scheme - Residual Transport Subsidy	12,738
	Total	256,026
Coast and Country Community Services Ltd	Commonwealth Home Support Program	2,137,056
	Community Transport Program	582,772
	National Disability Insurance Scheme - Residual Transport Subsidy	84,271
	Total	2,804,099
Community Connect Transport Services	Commonwealth Home Support Program	1,237,117
	Community Transport Program	85,062
	National Disability Insurance Scheme - Residual Transport Subsidy	46,651
	Total	1,368,830
Community Transport Central Coast Ltd	Commonwealth Home Support Program	4,000,933
	Community Transport Program	205,412
	National Disability Insurance Scheme - Residual Transport Subsidy	23,051
	Non-government organisations health grants	52,139
	Total	4,281,535
Community Transport Warren Inc.	Commonwealth Home Support Program	135,625
	Community Transport Program	79,396
	Total	215,021
Community Wheels Inc.	Commonwealth Home Support Program	2,227,664
	Community Transport Program	349,558
	National Disability Insurance Scheme - Residual Transport Subsidy	33,325
	Total	2,610,547

Organisation	Program	Funding (\$)
Connect Inner West Community Transport Group Inc.	Commonwealth Home Support Program	1,521,820
	Community Transport Program	137,422
	National Disability Insurance Scheme - Residual Transport Subsidy	24,497
	Total	1,683,739
Connect You Too Ltd	Commonwealth Home Support Program	1,455,726
	Community Transport Program	183,436
	National Disability Insurance Scheme - Residual Transport Subsidy	81,785
	Non-government organisations health grants	81,381
	Total	1,802,328
Dungog and District Neighbourcare Inc.	Commonwealth Home Support Program	297,580
	Community Transport Program	43,606
	National Disability Insurance Scheme - Residual Transport Subsidy	10,780
	Total	351,966
Easylink Community Services Ltd	Commonwealth Home Support Program	1,403,078
	Community Transport Program	309,973
	National Disability Insurance Scheme - Residual Transport Subsidy	34,298
	Total	1,747,349
Gandangara Transport Services Ltd	Commonwealth Home Support Program	547,972
	Community Transport Program	193,549
	Total	741,521
Great Community Transport Inc.	Commonwealth Home Support Program	3,383,609
	Community Transport Program	440,601
	National Disability Insurance Scheme - Residual Transport Subsidy	41,426
	Non-government organisations health grants	165,651
	Total	4,031,287
Holdsworth Street Community Centre	Commonwealth Home Support Program	524,924
	Community Transport Program	160,175
	National Disability Insurance Scheme - Residual Transport Subsidy	7073
	Non-government organisations health grants	31,637
	Total	723,809

Organisation	Program	Funding (\$)
Home Assistance and Regional Transport Services Inc.	Commonwealth Home Support Program	1,651,766
	Community Transport Program	324,349
	Non-government organisations health grants	49,126
	Total	2,025,241
Hornsby Ku-ring-gai Community Transport Service	Commonwealth Home Support Program	1,771,957
	Community Transport Program	27,957
	Non-government organisations health grants	22,347
	Total	1,822,261
Intereach Ltd	Commonwealth Home Support Program	694,196
	Community Transport Program	226,912
	Total	921,108
Inverell HACC Services Inc.	Commonwealth Home Support Program	586,832
	Community Transport Program	83,566
	Non-government organisations health grants	20,578
	Total	690,976
Kirinari Community Services Ltd	Commonwealth Home Support Program	571,068
	Community Transport Program	123,256
	National Disability Insurance Scheme – Residual Transport Subsidy	34,293
	Total	728,617
Lake Cargelligo and District Car for Aged Association Inc.	Commonwealth Home Support Program	185,987
	Community Transport Program	76,054
	Non-government organisations health grants	10,306
	Total	272,347
Linked Community Services Ltd	Commonwealth Home Support Program	3,097,469
	Community Transport Program	298,806
	National Disability Insurance Scheme – Residual Transport Subsidy	31,361
	Non-government organisations health grants	31,484
	Total	3,459,120
LiveBetter Services Ltd	Commonwealth Home Support Program	2,638,887
	Community Transport Program	1,011,052
	National Disability Insurance Scheme – Residual Transport Subsidy	349,085
	Total	3,999,024

Organisation	Program	Funding (\$)
Manning Valley and Area Community Transport Group	Commonwealth Home Support Program	2,034,682
	Community Transport Program	308,278
	Non-government organisations health grants	31,341
	Total	2,374,301
Meeting House Inc.	Commonwealth Home Support Program	72,772
	Total	72,772
Mercy Services	Commonwealth Home Support Program	2,541,734
	Community Transport Program	174,649
	National Disability Insurance Scheme – Residual Transport Subsidy	7062
	Total	2,723,445
Moree Aged and Disability Services Inc.	Commonwealth Home Support Program	321,560
	Community Transport Program	124,315
	National Disability Insurance Scheme – Residual Transport Subsidy	18,827
	Total	464,702
Murrumburrah-Harden Flexible Care Services Inc.	Commonwealth Home Support Program	52,371
	Community Transport Program	60,861
	Total	113,232
National Aboriginal and Torres Strait Islander Corporation – Transport and Community Services	Commonwealth Home Support Program	169,478
	Total	169,478
Neighbourhood Centre Ltd	Commonwealth Home Support Program	448,265
	Community Transport Program	217,226
	National Disability Insurance Scheme – Residual Transport Subsidy	42,136
	Non-government organisations health grants	33,871
	Total	741,498
New England Sector Support Team	Commonwealth Home Support Program	19,463
	Total	19,463
Northern Coalfields Community Care Association (Transport) Ltd	Commonwealth Home Support Program	741,913
	Community Transport Program	283,046
	National Disability Insurance Scheme – Residual Transport Subsidy	12,738
	Total	1,037,697

Organisation	Program	Funding (\$)
Northern Illawarra Neighbour Aid Inc.	Commonwealth Home Support Program	117,593
	Community Transport Program	49,761
	Total	167,354
Northern Rivers Social Development Council Ltd	Community Transport Program	118,790
	Total	118,790
Northside Community Forum Ltd	Commonwealth Home Support Program	207,871
	Community Transport Program	109,534
	Total	317,405
Ourcare Services Inc.	Commonwealth Home Support Program	373,449
	Community Transport Program	45,791
	National Disability Insurance Scheme - Residual Transport Subsidy	11,759
	Non-government organisations health grants	24,285
	Total	455,284
Oxley Community Transport Service Inc.	Commonwealth Home Support Program	1,011,079
	Community Transport Program	261,523
	National Disability Insurance Scheme - Residual Transport Subsidy	24,492
	Total	1,297,094
Peppercorn Services Inc.	Commonwealth Home Support Program	563,232
	Community Transport Program	252,800
	Non-government organisations health grants	30,946
	Total	846,978
Randwick Waverley Community Transport Group Ltd	Commonwealth Home Support Program	1,848,832
	Community Transport Program	58,574
	National Disability Insurance Scheme - Residual Transport Subsidy	18,623
	Total	1,926,029
Rylstone District Care and Transport Inc.	Commonwealth Home Support Program	121,993
	Community Transport Program	24,157
	National Disability Insurance Scheme - Residual Transport Subsidy	6369
	Total	152,519
South Eastern Community Connect Inc.	Commonwealth Home Support Program	487,199
	Community Transport Program	6277
	Total	493,476

Organisation	Program	Funding (\$)
South West Community Transport Ltd	Commonwealth Home Support Program	4,325,406
	Community Transport Program	254,904
	National Disability Insurance Scheme – Residual Transport Subsidy	100,518
	Total	4,680,828
Southern Highlands Community Transport Inc.	Commonwealth Home Support Program	1,121,225
	Community Transport Program	130,046
	National Disability Insurance Scheme – Residual Transport Subsidy	13,415
	Total	1,264,686
St George Community Transport Ltd	Commonwealth Home Support Program	2,206,390
	Community Transport Program	128,185
	National Disability Insurance Scheme – Residual Transport Subsidy	33,781
	Total	2,368,356
Stryder Inc.	Commonwealth Home Support Program	1,050,492
	Community Transport Program	25,084
	National Disability Insurance Scheme – Residual Transport Subsidy	28,226
	Non-government organisations health grants	44,473
	Total	1,148,275
The Community Transport Company Ltd	Commonwealth Home Support Program	2,124,375
	Community Transport Program	347,236
	National Disability Insurance Scheme – Residual Transport Subsidy	38,676
	Total	2,510,287
Transcare Hunter Ltd	Commonwealth Home Support Program	465,840
	Community Transport Program	273,866
	National Disability Insurance Scheme – Residual Transport Subsidy	23,518
	Non-government organisations health grants	10,306
	Total	773,530
Tweed Byron and Ballina Community Transport	Commonwealth Home Support Program	2,451,259
	Community Transport Program	254,080
	National Disability Insurance Scheme – Residual Transport Subsidy	33,781
	Non-government organisations health grants	44,659
	Total	2,783,779

Organisation	Program	Funding (\$)
Valmar Support Services Ltd	Commonwealth Home Support Program	1,477,594
	Community Transport Program	517,997
	National Disability Insurance Scheme - Residual Transport Subsidy	117,722
	Total	2,113,313
Wee Waa Community Care Service Inc.	Commonwealth Home Support Program	359,224
	Community Transport Program	144,878
	National Disability Insurance Scheme - Residual Transport Subsidy	8822
	Non-government organisations health grants	35,970
	Total	548,894
Western Region Community Transport Forum Inc.	Commonwealth Home Support Program	23,232
	Total	23,232
Western Sydney Community Forum Inc.	Commonwealth Home Support Program	109,424
	Total	109,424
Wyalong and District Community Transport Group Inc.	Commonwealth Home Support Program	211,868
	Community Transport Program	46,505
	Total	258,373
Total		82,426,276

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 23: Community Road Safety Grants

Organisation	Project name	Amount funded (\$)
Advance Diversity Services	Learn to drive program	30,000
Alison Homestead Museum Shed	Bike helmet safety	1650
Anglicare North Coast	Drive to freedom	5000
Blue Datto Foundation	Keeping safe together	29,750
CareSouth	Youth driver mentoring program	5000
Clontarf Foundation	Helping teenage Aboriginal men in NSW to grow into safe and confident drivers	30,000
Community Life Batemans Bay Inc.	Safer drivers safer community	3950
Community Northern Beaches	Northern Beaches settlement road safety program	5000
Creating Chances	Creating chances and driving solutions safe driver program	28,320
Georgina Josephine Foundation	Keeping kids safe around vehicles – 2SM radio awareness campaign	19,360
Georgina Josephine Foundation	Languages other than English driveway safety information	4500
Gulgong Liquor Accord	Nightrider bus service	7500
Hunter Academy of Sport	Regional NSW community sport road safety education	10,000
Illawarra Multicultural Services Inc.	Drive works	30,000
Jarake Wildlife Sanctuary Ltd	Old Bega Road wildlife safety solution	5000
Jubilee Community Services Inc	Safer St George citizens	4820
Little Blue Dinosaur Foundation	'Holiday Time' and 'Hold My Hand' road safety campaigns	29,976
Lower Lachlan Community Services Inc.	Youth on track	5000
Metro Assist Limited	New driver road safety education	27,000
Mullumbimby High School P&C Association	Parent forum: The adolescent brain and risk taking	1800
National Seniors Australia Ltd	Older Australians driver safety program	20,000
Novocycle	Back on your bike – enhancing the road safety and wellbeing of motorcycle riders and our community	4500

Organisation	Project name	Amount funded (\$)
REDinc. (Realising Every Dream Incorporated)	Low Risk Driving and Responsible Driving courses for vulnerable youth	4989
Rotary Club of Woolgoolga Inc.	Driver Awareness for youth in Woolgoolga and northern beaches	2600
Surfing NSW	'NoTxtNoWrecks' campaign	30,000
Survive The Ride Association of NSW Inc	Survive the ride motorcycle safety workshops	4,650
Taree Indigenous Development and Employment	Our MOBS safer driving, safer communities, safer futures	30,000
Youth Off The Streets Limited	Driver mentoring assistance for disadvantaged and at-risk youth	10,010
Yuru Aboriginal Corporation	Cultural youth prevention	30,000
Total		420,375

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. The Transport cluster 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 2019-20.

Table 24: Engagements of \$50,000 and over – Transport for NSW

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
2XM Projects Pty Ltd	Organisational review	Change design: People at the heart	\$91,200	\$38,400	\$129,600
AECOM Australia Pty Ltd	Management services	Modelling services		\$110,080	\$110,080
AECOM Australia Pty Ltd	Management services	Planning and analysis services South East Sydney	\$213,613	\$165,372	\$378,985
ARRB Group Ltd	Management services	Feasibility evaluation – Park & Ride		\$118,800	\$118,800
ARTD Pty Ltd	Management services	Evaluation plan and operational review		\$57,595	\$57,595

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
Arup Australia Pty Ltd	Management services	Bus connectivity – corridor preservation advisory services	\$240,695	\$724,753	\$965,448
Arup Pty Ltd	Management services	Demand modelling – Greater Sydney		\$189,088	\$189,088
Arup Pty Ltd	Management services	Transport modelling services Outer Sydney Orbital	\$117,113	\$26,868	\$143,980
Astrolabe Group Pty Ltd	Management services	Consultancy service – access to centres and interchanges	\$31,650	\$31,650	\$63,300
Audit Express Pty Ltd	Management services	Periodic internal audit of RTO	\$4,320	\$79,214	\$83,534
BAE Systems Applied Intelligence	Information technology	Security advisory services		\$99,867	\$99,867
Baker-Finch, Susan Christine	Management services	Review of point-to-point transport		\$118,300	\$118,300
Cattell Cooper Pty Ltd	Management services	South East Sydney Transport Strategy advisory services	\$107,030	\$52,965	\$159,995
CBRE Pty Ltd	Finance and accounting/tax	Financial advisory services	\$136,713	\$60,287	\$197,000
Centre For International Economics	Management services	Boating Now program strategic business case advisory services	\$108,820	\$69,465	\$178,285
Corview Group Pty Ltd	Management services	Western Sydney Airport business case advisory services	\$117,120	\$90,747	\$207,867
Deloitte Touche Tohmatsu	Information technology	Cyber risk assessment	\$276,802	\$147,798	\$424,600

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
Deloitte Touche Tohmatsu	Management services	Public transport information priority project strategic review	\$83,441	\$96,971	\$180,412
E3 Advisory Pty Ltd	Management services	Sydney to Newcastle faster rail strategic business case advisory services	\$189,184	\$197,226	\$386,410
E3 Advisory Pty Ltd	Management services	CEPAC – corridor preservation tranche 2 advisory services	\$33,483	\$197,497	\$230,979
Energy Shift Pty Ltd	Management services	Strategic advice sustainability and innovation	\$172,463	\$41,063	\$213,525
Ernst & Young	Management services	Corridor preservation program advisory services		\$135,000	\$135,000
Firecone Ventures Pty Ltd	Management services	Audit of new payment mechanism		\$60,183	\$60,183
Glaeba Pty Ltd	Management services	Environmental management services	\$42,216	\$143,012	\$185,227
Hivint Pty Ltd	Information technology	Cloud services risk assessment	\$50,400	\$3,600	\$54,000
HKA Global Pty Ltd	Management services	Advisory services for fast rail program		\$85,770	\$85,770
Hofmeyr Consulting Pty Ltd	Organisational review	Detailed organisational design services		\$58,250	\$58,250
Hofmeyr Consulting Pty Ltd	Organisational review	Detailed organisational design services		\$220,960	\$220,960
Hofmeyr Consulting Pty Ltd	Organisational review	Organisational design services		\$94,740	\$94,740
Iceni Group Pty Ltd	Management services	Growth bus services program advisory services		\$68,680	\$68,680

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
Iceni Group Pty Ltd	Management services	Fast rail Sydney to Central West advisory services		\$169,950	\$169,950
Iceni Group Pty Ltd	Management services	North Sydney integrated transport program advisory services	\$83,850	\$33,638	\$117,488
Tworx Consulting Pty Ltd	Information technology	NSW register road safety auditors – technical advisory services		\$148,213	\$148,213
KPMG	Management services	Fast rail Sydney to Central West advisory services		\$784,800	\$784,800
KPMG	Organisational review	Organisational design and implementation support		\$2,519,969	\$2,519,969
KPMG	Management services	Transport Asset Holding Entity operational advisory services		\$298,572	\$298,572
KPMG	Finance and accounting/tax	Implementation of accounting standards	\$29,900	\$28,750	\$58,650
Kellogg Brown & Root Pty Ltd	Management services	Lower Hunter freight corridor project advisory services	\$91,045	\$117,409	\$208,454
Kellogg Brown & Root Pty Ltd	Management services	Western Sydney freight line project advisory services	\$87,184	\$427,448	\$514,632
Libran It Pty Ltd	Management services	Advisory service – Transport Shared Services process gap review and pilot	\$48,000	\$50,000	\$98,000
LUTI Consulting Pty Ltd	Management services	Economic appraisal of benefits		\$105,853	\$105,853

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
McKinsey Pacific Rim, Inc.	Management services	Financial sustainability advisory services	\$720,000	\$200,000	\$920,000
Mecone Pty Ltd	Management services	Environmental assessment - land use advisory services for the Western Sydney Freight Line stage 2	\$3,206	\$242,326	\$245,533
Mecone Pty Ltd	Management services	Land use analysis - faster rail program	\$5,168	\$253,952	\$259,120
Mecone Pty Ltd	Management services	Land use advisory services analysis for EWRL	\$3,411	\$413,643	\$417,054
Mott Macdonald Australia Pty Ltd	Management services	Outer Sydney Orbital project services	\$179,875	\$650,115	\$829,990
Navicle Pty Ltd	Information technology	Oracle licence optimisation support services	\$65,000	\$65,000	\$130,000
Network Rail Consulting Pty Ltd	Management services	Timetable assurance framework More Trains More Services	\$1,942,790	\$43,825	\$1,986,615
Nfinity Group Pty Ltd.	Information technology	Data and analytics advisory services		\$88,125	\$88,125
Nine-Squared Pty Ltd	Management services	Economic analysis services		\$68,442	\$68,442
Nine-Squared Pty Ltd	Management services	Consultancy service - empty container park	\$49,751	\$60,807	\$110,558
Objective Corporation Ltd	Information technology	Consultancy services for the Evolving Transport project		\$100,000	\$100,000

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
O'Connor Marsden & Associates	Management services	Probity advisor services for Country Regional Network tender	\$15,739	\$85,759	\$101,498
PKF(NS) Audit & Assurance Limited	Management services	Small business assistance package assurance services	\$211,931	\$287,985	\$499,917
Pricewaterhouse Coopers	Management services	Digital identity and fraud risk review		\$71,664	\$71,664
Pricewaterhouse Coopers	Management services	Sydney to Newcastle faster rail business case services	\$478,535	\$170,465	\$649,000
Pricewaterhouse Coopers	Information technology	Customer transport simulator		\$1,170,000	\$1,170,000
Rail Planning Services Pty Ltd	Management services	Inland rail - rail planning services	\$12,625	\$152,000	\$164,625
Sauce Consulting	Information technology	Point to Point Transport Commission advisory services		\$123,600	\$123,600
SGS Economics & Planning Pty Ltd	Management services	Land use planning services	\$68,333	\$114,916	\$183,248
SGS Economics & Planning Pty Ltd	Management services	Land use planning services for Sydney to Newcastle faster rail	\$144,228	\$98,248	\$242,476
SGS Economics & Planning Pty Ltd	Management services	Land use strategy development	\$186,469	\$37,687	\$224,156
Shape Transport Pty Ltd	Management services	Cycling investment program strategic business case analysis	\$220,210	\$66,790	\$287,000

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
Shoal Engineering Pty Ltd	Management services	Integration framework advisory services		\$130,128	\$130,128
Spark Strategy	Management services	Team engagement strategy development program	\$86,845	\$12,500	\$99,345
The Boston Consulting Group Pty Ltd	Management services	Regulation and safety review		\$228,001	\$228,001
The Boston Consulting Group Pty Ltd	Management services	Strategic accountabilities advisory services		\$496,848	\$496,848
The Lab Insight and Strategy Sydney	Management services	Fare construct qualitative research		\$134,200	\$134,200
The Trustee for Levant Consulting	Organisational review	People and Culture operating model and high-level organisational design		\$50,150	\$50,150
TK Business Group Pty Ltd	Management services	Specialist transport advisory services		\$59,228	\$59,228
Trupath Pty Ltd	Information technology	ICT advisory services		\$62,158	\$62,158
Veitch Lister Consulting Pty Ltd	Management services	Freight modelling - regional NSW	\$41,395	\$34,284	\$75,679
Vivendi Consulting Pty Ltd	Management services	NSW cycling investment program strategic business case advisory services	\$278,513	\$175,602	\$454,115
Total			\$7,070,264	\$14,217,247	\$21,287,511

Table 25: Engagements of \$50,000 and over – former Roads and Maritime Services

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
Adscensio Pty Ltd	Management services	External technical advisory services	\$45,000	\$195,000	\$240,000
AECOM Australia Pty Ltd	Management services	Traffic modelling services		\$126,770	\$126,770
AECOM Australia Pty Ltd	Management services	Concept design and environmental assessment		\$91,026	\$91,026
Alchimie Pty Ltd	Management services	Newell Highway Program Alliance-coaching		\$101,166	\$101,166
Arcadis Australia Pacific Pty Ltd	Management services	MR195-Microsim Modelling		\$63,096	\$63,096
Arup Pty Ltd	Management services	Rickard Road route assessment		\$336,719	\$336,719
AusSafe Consulting Pty Ltd	Management services	Review of asbestos management and health management		\$69,790	\$69,790
Bamser Holdings Pty Ltd	Management services	Constructability advisory services		\$324,532	\$324,532
Bitzios Consulting	Management services	Traffic modelling and ancillary services for the Homebush Bay Drive-Australia Avenue intersection project	\$47,526	\$93,605	\$141,131
CJC Management Pty Ltd	Management services	Constructability and programme review		\$90,548	\$90,548
ConnellGriffin Pty Ltd	Management services	M12 Motorway procurement strategy advisory services	\$88,125	\$101,713	\$189,838
ConnellGriffin Pty Limited	Management services	Third-party advisory services		\$54,763	\$54,763
Deloitte Touche Tohmatsu	Organisational review	Revaluation of maritime		\$260,034	\$260,034
Deloitte Touche Tohmatsu	Management services	Block Grant and REPAIR Programs		\$198,400	\$198,400

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
Deloitte Touche Tohmatsu	Management services	Internal audit and related services		\$113,498	\$113,498
Equifax Australasia Credit Ratings	Finance and accounting/tax	Financial assessment services		\$56,330	\$56,330
Ernst & Young	Management services	Program management diagnosis		\$93,900	\$93,900
Ernst & Young	Management services	Commercial and strategic advisor Western Harbour Tunnel and Beaches Link	\$802,373	\$783,750	\$1,586,123
FEFO Pty Ltd	Management services	Preventative mental health program advisory services		\$154,340	\$154,340
Frazer Walker Pty Ltd	Information technology	Cloud advisory and assurance services		\$119,000	\$119,000
Frazer Walker Pty Ltd	Information technology	Hybrid cloud production review		\$128,000	\$128,000
George Stanley Consulting	Management services	Economic analysis for the Hawkesbury-Nepean Valley Flood Resilience Upgrade Program	\$9,625	\$40,375	\$50,000
GHD Pty Ltd	Management services	Environmental consultation services		\$79,160	\$79,160
GHD Pty Ltd	Management services	Slope risk management advisory services		\$131,481	\$131,481
GTA Consultants (NSW) Pty Ltd	Management services	Economic appraisal and strategic business case advisory services for Henry Lawson Drive upgrade	\$73,168	\$17,778	\$90,946

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
Helmsman Services Pty Ltd	Management services	Review of existing strategic workforce initiatives	\$172,725	\$87,271	\$259,996
HKA Global Pty Ltd	Management services	M6 Motorway specialist advisory services		\$95,400	\$95,400
Hofmeyr Consulting Pty Ltd	Organisational review	Organisational structure review	\$218,500	\$39,650	\$258,150
ICAD Consultants Pty Ltd	Information technology	MSC travel distance and time		\$203,000	\$203,000
Iceni Group Pty Ltd	Management services	Sydney Coordinated Adaptive Traffic System congestion improvement program advisory services		\$66,095	\$66,095
Johnstaff Advisory Pty Ltd	Management services	Maritime Infrastructure Delivery Office transition project advisory services		\$238,505	\$238,505
Johnstaff Advisory Pty Ltd	Management services	Project strategy development		\$58,574	\$58,574
KPMG	Management services	Assessment key heavy vehicle regulation advisory services		\$127,867	\$127,867
KPMG	Management services	Intelligent traffic-light program advisory services		\$246,998	\$246,998
KPMG	Management services	Sydney Harbour Bridge maintenance benefit realisation project advisory services		\$366,418	\$366,418

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
KPMG	Management services	Vehicle Safety Compliance Certification Scheme professional development framework advisory services		\$171,250	\$171,250
KPMG	Management services	Customer value analysis and economic analysis projects	\$235,425	\$78,485	\$313,910
MU Group Consulting	Management services	Preparation of strategic business case		\$104,792	\$104,792
Metropolis Advisory Pty Limited	Management services	Risk management services		\$102,120	\$102,120
NGIS Australia Pty Ltd	Information technology	Web application development – senior digital consultant	\$118,180	\$23,760	\$141,940
O'Connor Marsden & Associates	Management services	Probity advisor for motorway projects	\$495,778	\$350,788	\$846,566
Partners in Performance	Management services	Results-based accountability framework advisory services		\$150,000	\$150,000
PeNa Consulting Pty Ltd	Management services	Cost management framework advisory services		\$87,000	\$87,000
Procure Group Pty Ltd	Management services	Probity advisor services for Sydney Harbour Bridge southbound lanes and Newell Highway upgrade	\$88,026	\$575	\$88,601
Rhelm Pty Ltd	Management services	Economic analysis services for James Ruse Drive strategic feasibility investigation	\$45,080	\$6,080	\$51,160

Consultant	Category	Project	2018-19 cost	2019-20 cost	Total actual cost
RPS Advisory Services Pty Ltd	Management services	Transaction advisory services for Warringah Freeway early works		\$149,994	\$149,994
SMEC Australia Pty Ltd	Management services	Garfield Road East - concept design		\$1,096,972	\$1,096,972
SMEC Australia Pty Ltd	Management services	Independent review support services		\$97,280	\$97,280
SMEC Australia Pty Ltd	Management services	Slope risk assessments		\$92,376	\$92,376
Structured Change Pty Ltd	Information technology	ITS configuration management advisory services		\$69,188	\$69,188
The Peacock Collective Pty Ltd	Management services	Driver Aid Services process mapping		\$150,000	\$150,000
Tonkin Consulting Pty Ltd	Management services	Concept and detailed design for Dubbo to Narromine overtaking lanes		\$160,013	\$160,013
Valorem Advisory Pty Ltd	Management services	Commercial advisory services		\$61,525	\$61,525
Total			\$2,439,532	\$8,306,745	\$10,746,277

Table 26: Engagements less than \$50,000

Agency	Total number of engagements	2018-19 cost	2019-20 cost	Total actual cost
Roads and Maritime Services	121	\$91,901.25	\$2,333,513.16	\$2,425,414.41
Transport for NSW	77	\$312,609.29	\$1,428,713.54	\$1,741,322.83
Total	198	\$404,510.54	\$3,762,226.70	\$4,166,737.24

Payment of accounts

During 2019-20, 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 27: Aged analysis at the end of each quarter (Transport for NSW)

Quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 31 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers	72,745	20,002	1,267	944	3,324
September	36,983	-1,099	466	854	6,388
December	38,541	41,901	1,562	2,310	-3,316
March	195,054	17,133	1,312	139	5,371
June	20,402	22,072	1,729	472	4,852
Small business suppliers					
September	251	3	0	0	69
December	101	55	0	0	69
March	79	39	6	0	69
June	73	2	-3	0	77

Table 28: Aged analysis at the end of each quarter (Roads and Maritime Services)

Quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 31 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
Suppliers (exclude credit payment)					
September	33,319	1,153	174	624	-681
December	54,970	42,325	1,159	39	-1,627
March	73,089	2,188	299	-64	-967
June	10,039	3,537	65	16	187
Suppliers (credit payment)					
September	-53,348	-2,322	-3,207	-4	-24,025
December	-77,593	0	0	-1	-25,556

Quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 31 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
March	-51,613	-4,088	-2,789	-6,600	-14,854
June	-52,596	-5,780	-5,246	-2,003	-12,916
Small business suppliers					
September	571	39	0	0	104
December	317	216	0	0	68
March	753	12	34	0	62
June	206	0	0	0	47

Table 29: Accounts due or paid within each quarter (Transport for NSW)

Quarter	September	December	March	June
All suppliers				
Number of accounts due for payment	34,219	27,603	29,593	40,736
Number of accounts paid on time	33,977	27,483	29,163	40,455
Actual percentage of accounts paid on time (based on number of accounts)	99.3%	99.6%	98.6%	99.3%
Dollar amount of accounts due for payment (\$'000)	5,712,696	4,483,530	3,495,772	5,023,592
Dollar amount of accounts paid on time (\$'000)	5,707,055	4,480,536	3,468,975	5,006,688
Actual percentage of accounts paid on time (based on \$)	99.9%	99.9%	99.2%	99.7%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$'000)	-	-	-	-
Small business suppliers				
Number of accounts due for payment to small businesses	681	522	474	669
Number of accounts due to small businesses paid on time	666	521	464	661
Actual percentage of small business accounts paid on time (based on number of accounts)	97.8%	99.8%	97.9%	98.8%
Dollar amount of accounts due for payment to small businesses (\$'000)	8,516	6,571	6,181	9,516
Dollar amount of accounts due to small businesses paid on time (\$'000)	8,436	6,558	6,181	9,490

Quarter	September	December	March	June
Actual percentage of small business accounts paid on time (based on \$)	99.1%	99.8%	100.0%	99.7%
Time for payment of accounts				
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid to small businesses on overdue accounts (\$'000) ¹⁶	-	-	-	-

Table 30: Accounts due or paid within each quarter (Roads and Maritime Services)

Quarter	September	December	March	June
Suppliers				
Number of accounts due for payment	32,220	23,067	23,359	30,424
Number of accounts paid on time	30,419	21,828	21,732	30,196
Actual percentage of accounts paid on time (based on number of accounts)	94.4%	94.6%	93.0%	99.3%
Dollar amount of accounts due for payment (\$'000)	2,887,263	2,216,040	1,753,602	2,389,350
Dollar amount of accounts paid on time (\$'000)	2,626,547	2,102,192	1,576,134	2,374,877
Actual percentage of accounts paid on time (based on \$)	91.0%	94.9%	89.9%	99.4%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$'000)	-	-	-	-
Small business suppliers				
Number of accounts due for payment to small businesses	1,588	1,048	906	970
Number of accounts due to small businesses paid on time	1,477	922	902	970
Actual percentage of small business accounts paid on time (based on number of accounts)	93.0%	88.0%	99.6%	100.0%
Dollar amount of accounts due for payment to small businesses (\$'000)	15,096	9,278	9,434	12,136
Dollar amount of accounts due to small businesses paid on time (\$'000)	13,216	7,237	9,403	12,136
Actual percentage of small business accounts paid on time (based on \$)	87.6%	78.0%	99.7%	100.0%
Time for payment of accounts				

¹⁶ Rounded to zero as amount is less than \$1000.

Quarter	September	December	March	June
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid to small businesses on overdue accounts (\$'000) ¹⁷	-	-	-	-

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 cluster's State priorities. These strategic priorities include connecting our customers' whole lives, creating successful places for communities and implementing transport systems and solutions that are financially and environmentally sustainable while supporting economic activity across NSW.

The impact of the NSW Government's machinery of government changes to cluster structures on the Transport cluster was the integration of Roads and Maritime Services and Transport for NSW.

In the 2019–20 financial year, the Transport cluster delivered within 6 per cent of budget on its largest ever capital works program of more than \$14.3 billion, with Transport for NSW directly delivering over \$3.2 billion. The cluster net cost of service of \$7.9 billion was in line with budget, with Transport for NSW contributing \$4.1 billion of the total cluster result.

The 2019–20 financial results have been achieved through cluster-wide strategic planning and governance processes. These have aligned the Transport cluster 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)

Transport Asset Holding Entity of New South Wales

On 1 July 2020, Rail Corporation New South Wales (RailCorp) was renamed the Transport Asset Holding Entity of New South Wales (TAHE) and converted to an independent statutory State Owned Corporation pursuant to the Transport Administration Act 1988 and the State Owned Corporations Act 1989.

The TAHE will continue to transact with Transport for NSW as it did when it was RailCorp and therefore there is no impact to the net assets or net result to be disclosed. The TAHE may eventually hold additional public transport assets for the State, including public transport assets currently held by Transport for NSW. The transfer of assets is intended to occur progressively over a number of years if a decision is made to transfer Transport for NSW public transport assets into the TAHE.

WestConnex Stage 2

On 5 July 2020, the M8 (WestConnex Stage 2) was formally opened to traffic. The concession holder will operate this motorway until 2060, after which the motorway will be transferred back to Transport for NSW.

In the 2021 financial year, Transport for NSW owned infrastructure assets that were contributed towards this stage will be reclassified as a service concession asset in accordance with AASB1059 Service Concession Arrangements: Grantors. A service concession liability will also be recognised. The estimated financial impact is the recognition of a service concession asset of \$5.5 billion and a service concession liability of \$3.9 billion.

¹⁷ Rounded to zero as amount is less than \$1000.

Transition of the Maritime Infrastructure Delivery Office

The Maritime Infrastructure Delivery Office was established within the former Roads and Maritime Services in July 2018 to improve the coordination and delivery of coastal and boating infrastructure programs as well as to provide a single point of contact and centre of expertise for customers, industry and local government.

Employees from the Department of Planning, Industry and Environment were partially embedded within Transport for NSW (and the former Roads and Maritime Services) under a Memorandum of Understanding. After an initial 12-month trial operating period, Transport for NSW led an evaluation of this operating model. The outcome supported the proposal for a permanent Maritime Infrastructure Delivery Office to be established in Transport for NSW by transferring relevant functions from the Department. The transition was completed on 1 July 2020 when Transport for NSW was transferred employee related and operating budgets and assumed management of the tenures associated with land for which it is being appointed as Crown Land Manager or head licensee.

The estimate of net assets transferred on 1 July 2020 is \$1.9 billion. The ongoing capital and operating budget transferred to Transport for NSW is approximately \$10.0 million and \$5.0 million, respectively, per annum.

COVID-19

The outbreak of the novel Coronavirus (COVID-19) was declared a global pandemic by the World Health Organisation on 11 March 2020. Measures taken by various governments to contain the virus have affected economic activity.

Transport for NSW receives funding from the Consolidated Fund, and the Treasurer has authorised Ministers to spend specified amounts from Consolidated Fund from 1 July 2020 until the earlier of 31 December 2020 (or another day prescribed by the regulations) or enactment of the 2020–21 annual Appropriations Bill. Therefore, there is no risk for Transport for NSW to continue operating as a going concern after 30 June 2020. At this stage, the impact on Transport for NSW's operation and financial performance has not been material.

The real estate market is being impacted by the uncertainty that the COVID-19 outbreak has caused. Market conditions can change within a relatively short period of time. Transport for

NSW engaged an independent external valuer to undertake a market review to identify any adverse material market movement in values since 30 June 2020. The external valuer advised that since the 30 June 2020 valuation, there has been limited data to draw conclusions from and there has been too little time passed for the market to move materially due to COVID-19. Transport for NSW also noted that there is significant market uncertainty, whereby the fair value of property, plant and equipment may change significantly and unexpectedly over a relatively short period of time. Transport for NSW will continue to assess the implications of COVID-19 on the fair value of its assets when new information becomes available.

Exemptions

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

Implementation of Price Determination

The Independent Pricing and Regulatory Tribunal made determinations as to the maximum fares for the following services:

- Opal fares including Sydney Trains and NSW TrainLink Intercity Services, metropolitan and outer metropolitan buses, Inner West Light Rail, Sydney Ferries and the Stockton Ferry
- rural and regional buses
- private ferries.

Opal fares did not increase in 2019–20. On 1 January 2020, rural and regional bus fares increased by CPI consistent with the tribunal's determination. Adult single trip fares went up by between 10 cents and \$1.20, except fare band 1 which remained at the 2019 price. Adult day ticket fares went up by between 20 cents and \$2.40, except fare band 1 which remained at the 2019 price. The Regional Excursion Daily ticket for pensioners and seniors remained at \$2.50.

On 1 January 2020, maximum fares for private ferry operators increased by between 10 and 40 cents in line with the tribunal's determination.

Annual reporting compliance checklist

Requirement	Description	Section
Letter of submission	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Manner in which and purpose for which agency was established Principal legislation administered within department 	About us
Aims and objectives	<ul style="list-style-type: none"> What department sets out to do Range of services provided Clientele/community served 	About us
Access	<ul style="list-style-type: none"> Address of principal office/s Telephone number of principal office/s Business and service hours 	Inside cover
Management and structure	<ul style="list-style-type: none"> Names, offices and qualifications of principal officers Organisation chart indicating functional responsibilities 	Our organisational structure Our executives
Summary review of operations	<ul style="list-style-type: none"> Narrative summary of significant operations Financial and other quantitative information for programs or operations 	Key facts and achievements Financial overview Achievements Appendix 3. Major infrastructure projects
Funds granted to non-government community organisations	<ul style="list-style-type: none"> Name of recipient organisation Amount of grant Program area as per Budget paper Program as per Budget paper 	Appendix 16. Accounts payments and grants
Legal Change	<ul style="list-style-type: none"> Changes in Acts and subordinate legislation Significant judicial decisions affecting agency or users of its services 	Appendix 8. Legal change
Economic or other factors	<ul style="list-style-type: none"> Affecting achievement of operational objectives 	Achievements Appendix 12. Multicultural policies and services Accounts payments and grants

Requirement	Description	Section
Management and activities	<ul style="list-style-type: none"> 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 work in progress, cost to date, dates of completion, significant cost overruns or delays/amendments/deferments/cancellations 	Corporate governance Appendix 3. Major infrastructure projects
Research and development	<ul style="list-style-type: none"> Completed and continuing research and developmental activities including resources allocated unless will adversely affect business 	Appendix 4. Research and development
Human resources	<ul style="list-style-type: none"> Number of officers and employees by category and compared with prior three years Exceptional movements in wages, salaries or allowances Personnel policies and practices Industrial relations policies and practices 	Our employees
Consultants	<ul style="list-style-type: none"> For each engagement costing equal to or greater than \$50,000: <ul style="list-style-type: none"> name of consultant title of project (shown in a way that identifies the nature of the work) actual costs For engagements costing less than \$50,000: <ul style="list-style-type: none"> total number of engagements total cost Or a statement that no consultants used 	Appendix 16. Accounts payments and grants
Workforce diversity	<ul style="list-style-type: none"> 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 	Our employees
Disability Inclusion Action Plans	<ul style="list-style-type: none"> If the Department is required to have a disability inclusion action plan under the <i>Disability Inclusion Act 2014</i>, a statement setting out the progress during the reporting year in implementing that plan 	Appendix 13. Disability Inclusion Action Plan

Requirement	Description	Section
Land disposal	<ul style="list-style-type: none"> If value greater than \$5 million and not sold by public auction or tender: <ul style="list-style-type: none"> 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 <i>Government Information (Public Access) Act 2009</i> 	Appendix 14. Land disposal
Promotion	<ul style="list-style-type: none"> Overseas visits by employees and officers with main purposes highlighted 	Appendix 7. Overseas travel
Consumer response	<ul style="list-style-type: none"> Extent and main features of complaints Services improved/changed in response to complaints/suggestions 	Appendix 1. Customer satisfaction
Payment of accounts	<ul style="list-style-type: none"> Details of performance in paying accounts for each quarter, from due dates: <ul style="list-style-type: none"> current, 0-30, 30-60, 60-90 and 90+ \$ amounts target %, actual % and \$ for on time total dollar amount paid in quarter 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: <ul style="list-style-type: none"> 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 16. Accounts payments and grants
Time for Payment of Accounts	<ul style="list-style-type: none"> Where interest was paid due to late payments, list of instances and reasons for delay which caused late payment 	Appendix 16. Accounts payments and grants

Requirement	Description	Section
Risk management and insurance activities	<ul style="list-style-type: none"> Report on the risk management and insurance arrangements and activities affecting the agency 	Audit and risk management
Internal audit and risk management policy attestation	<p>Department heads must:</p> <ul style="list-style-type: none"> Attest to compliance with the TPP's 'core requirements' in an attestation statement based on the relevant template at Annexure C of the TPP Ensure that this Statement is published in the Department's annual report, adjacent to the requirement to disclose 'risk management and insurance activities' 	Audit and risk management
Disclosure of controlled entities	<p>For each controlled entity:</p> <ul style="list-style-type: none"> Name, objectives, operations, activities Performance targets and actual performance measures 	Appendix 6. Disclosure of controlled entities
Disclosure of subsidiaries	<p>For each public sector subsidiary, the parent must:</p> <ul style="list-style-type: none"> 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 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
Multicultural policies and services program	<ul style="list-style-type: none"> 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 Requirement of the <i>Multicultural NSW Act 2000</i> that Departments report on progress and themes from the Multicultural Policies and Services Program (MPSP). This year's themes are: <ul style="list-style-type: none"> how Departments have responded to the needs of those from culturally and linguistically diverse (CALD) backgrounds during COVID-19 Increasing the proportion of women from CALD backgrounds in leadership positions 	Appendix 12. Multicultural policies and services

Requirement	Description	Section
Agreement with Multicultural NSW	<ul style="list-style-type: none"> Description of any agreement entered into with Multicultural NSW under the <i>Multicultural NSW Act 2000</i> and statement setting out progress in implementing any agreement 	Appendix 12. Multicultural policies and services
Work Health and Safety (WHS)	<ul style="list-style-type: none"> Statement setting out WHS performance Details of injuries and prosecutions under the <i>Work Health and Safety Act 2011</i> 	Appendix 2. Work health and safety performance
Financial Statements	<ul style="list-style-type: none"> Inclusion of Financial Statements Controlled Entities' Financial Statements Audit Opinion on Financial Statements Response to significant issues raised by Auditor-General 	Audited Financial Statements (Volume 2)
Identification of audited financial statement	<ul style="list-style-type: none"> At start and finish 	About this report (Volume 1) Audited Financial Statements (Volume 2)
Inclusion of unaudited financial statement	<ul style="list-style-type: none"> Unaudited financial information to be distinguished by note or otherwise 	N/A, see Audited Financial Statements (Volume 2)
Additional matters for inclusion in annual reports	<ul style="list-style-type: none"> Statement of the action taken by the Department in complying with the requirements of the <i>Privacy and Personal Information Protection Act 1998</i> and statistical details of any review conducted by or on behalf of the Department under Part 5 of the the Act. After balance date events having a significant effect in succeeding year on: <ul style="list-style-type: none"> 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) 	Inner cover Appendix 11. Privacy Management Plan Appendix 16. Accounts payments and grants
Numbers and remuneration of senior executives	<ul style="list-style-type: none"> 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 	Our executives

Requirement	Description	Section
Implementation of Price Determination	<ul style="list-style-type: none"> If agency subject to determination or recommendation of Tribunal then: <ul style="list-style-type: none"> statement that it was implemented and details of implementation; or reasons for not being implemented 	Appendix 16. Accounts payments and grants
<i>Government Information (Public Access) Act 2009</i>	<ul style="list-style-type: none"> Details of the agency's review under section 7(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 Schedule 2 Each agency referred to in Schedule 3 of the Regulation (subsidiary agency) is declared to be part of and included in the parent agency specified in Schedule 3 	Appendix 5. Access to government information
Cyber security policy attestation	<p>Department heads must include an annual report attestation statement addressing the following:</p> <ul style="list-style-type: none"> 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) certification of the Agency's Information Security Management System is in place or an alternative independent review or audit has been undertaken 	NSW cyber security policy attestation statement

Requirement	Description	Section
Public interest disclosures (PIDs)	<p>Separately report on:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> - 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 section 6E(1)(b) of the <i>Public Interest Disclosures Act 1994</i> have been met 	Appendix 10. Public interest disclosures

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