

Transport for NSW Annual Report



Volume 1

2022-23

transport.nsw.gov.au



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Internal design services were used to produce this report. The total external costs associated with the production of this report was \$0.

View or download this report from the Transport for NSW website:
transport.nsw.gov.au
ISSN 2205-7382

Acknowledgement of Country

Transport for NSW acknowledges the traditional custodians of the land on which we work and live.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

Many of the transport routes we use today – from rail lines, to roads, to 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.

Transport for NSW is committed to honouring Aboriginal peoples' cultural and spiritual connections to the lands, waters and seas and their rich contribution to society.

Front cover: Sydney Trains staff helps a person with a mobility impairment to disembark a train

Letter to the Ministers

The Hon. Jo Haylen MP, Minister for Transport

The Hon. John Graham MLC, Minister for Roads

The Hon. Jennifer Aitchison 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 2023.

The annual report for the Department of Transport includes the annual report for Transport for NSW for the financial year ended 30 June 2023.

An extension to the 2022-23 annual report submission deadline, to 24 November 2023, was granted by NSW Treasury. This extension was accommodated due to the delay in finalising the audit opinion on the Department of Transport's 2022-23 financial statements.

The annual report has been prepared in accordance with Part 7 of the *Government Sector Finance Act 2018*. The inclusion of the annual report in respect of Transport for NSW is authorised by section 3L of the *Transport Administration Act 1988*.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Josh Murray', with a stylized flourish at the end.

Josh Murray
Secretary, Transport for NSW

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Josh Murray
Secretary

From the Secretary

As a public service organisation, Transport has an ongoing responsibility to deliver critical public transport services, roads and projects, that make a positive impact on the lives of the people and communities of this great state.

Transport's 2022-23 Annual Report stands as testament to the commitment, passion, and talent of our people, who work to deliver this each day.

Over the past year, 31 major infrastructure projects opened, the WestConnex M4-M5 Link Tunnels were completed, significant milestones on the Sydney Gateway project were achieved, and progress continued on Sydney Metro to connect even more people across the city.

In regional NSW, we have introduced thousands of additional weekly bus services through our 16 Cities Program, so communities have convenient access to transport.

Safety remains our number one priority. We have worked collaboratively on cross-agency and Commonwealth Government approaches to identify and complete safety upgrades of our highest risk roads and our maritime safety campaigns have contributed to a reduction in both fatalities and serious injuries on our waterways.

In the past year, we sealed more than 150km of the Silver City Highway, new overtaking lanes on the Newell Highway opened, and the \$148 million Nelligen Bridge Replacement Project also opened to traffic in February 2023.

Our rigorous oversight of point to point providers, safety campaigns and the trial of smart CCTV cameras taxi ranks across NSW are reinforcing passenger safety.

We also remain committed to reconciliation, making solid progress against our Stretch Reconciliation Action Plan (RAP). Introducing a refreshed governance framework, we have increased accountability across each of our divisions to achieve the outcomes our Stretch RAP outlines. By partnering with Aboriginal stakeholders and communities we're working to make better decisions, drive innovation and creativity, and have the capability to deliver our vision for transport in NSW.

A reliable and safe network

Over the next year, the people of NSW will see Transport continue to deliver the vital public transport services, roads and projects that our passengers and communities rely on. We will adapt to their evolving needs, offering more accessibility, greater reliability and choice in how our passengers travel.

This includes shaping great cities and precincts, creating a truly integrated and sustainable public transport system and investing in local manufacturing and jobs.

We are also implementing necessary change to how we support delivery of critical transport connections, as recommended through several independent reviews. These reviews provide new opportunities to make improvements across Transport, including the 12-month Rail Repair Plan to accelerate maintenance and renewal of key rail infrastructure, and our Bus Industry Taskforce driving more reliable services and sustainable industry partnerships.

In addition, the NSW Government's \$72.3 billion investment in new and improved transport infrastructure over the next four years will deliver improvements across our road, train, metro, bus, ferry, light rail and active transport projects and

services that improve our networks, benefit communities and enhance passenger experience across NSW.

Our future focus

The 2022-23 Annual Report reflects the current inflationary environment which has placed pressure on the delivery of our projects, along with our infrastructure and delivery partners.

We must prioritise integrated and sustainable services, while ensuring we continue to take a prudent approach to how we manage public funds.

In the next year, testing and commissioning will commence on Parramatta Light Rail before it opens to the public in 2024, and we will gear up for the opening of two new lines on our Sydney Metro project within the next two years.

Major regional road upgrades will be delivered to improve road safety and connectivity, including remaining planned overtaking lanes on the Newell Highway. Driver behaviour is also in focus – working in partnership with the NSW Police Force and local authorities – as we seek to address a dramatic rise in the road toll and the factors that sit behind high-risk behaviour in some groups.

Sustainability will continue to be a key focus. We are already halfway towards our sustainability target of net zero emissions from operations and fleet by 2035. Initiatives like using zero emissions electricity on the electrified rail network, and circular economy practices will help us deliver new standards.

Transport has more than 30,000 people working in diverse roles in all corners of the state. Our people are at the heart of our purpose, and delivering a network that they are proud to run is critical to achieving great outcomes for the people of NSW.

We will continue to invest in our talent pipeline through focused recruitment and retention programs to position us as not only a great place to work, but also an employer of choice.

Our public duty is to make transport services safe, accessible and reliable for all, and to create engaging spaces for the people of NSW. We remain steadfast in our commitment to putting our passengers and communities first, as we strive to deliver the world-class public transport network the people of NSW deserve.



About this report

The Transport for NSW Annual Report 2022–23 provides an overview of our achievements during the 2022–23 financial year against Transport’s defined Outcomes.

Our annual report aims to keep our customers, community, partners, government and industry informed about our performance and meet the statutory requirements set out in the *Government Sector Finance Act 2018*.

Volume 1

01 Overview

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

02 Strategy

An overview of our Outcomes approach to strategic objectives and the goals we aspire to achieve for customers, communities, the people of NSW and the people of Transport.

03 Operations and performance

Our key achievements in delivering services and performance results highlighting the initiatives and projects that we delivered this year, to improve performance against our Outcomes.

04 Management and accountability

Details our governance practices including audit and risk management, cyber security, freedom of information and public interest disclosures.

05 Sustainability

A look at our sustainability-related performance across environmental, social and governance matters including workforce diversity, disability inclusion, work health and safety, and sustainable procurement.

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

01

Overview





Image: View of Sydney Harbour from Circular Quay Ferry Terminal.

Our purpose

Making NSW a better place to live, work and visit by connecting people and communities through safe, integrated and efficient transport systems.

About Transport

Transport for NSW was established in November 2011 and is the central agency of the Transport, Roads, and Regional Transport and Roads portfolios. Our role is to set the strategic direction for transport across the state. This involves consolidating the planning, policy, strategy, regulation, resource allocation, and other service and non-service delivery functions for all modes of transport in NSW. This supports the safe and seamless movement of people and goods by road, metro, train, bus, ferry, light rail, point to point transport, on-demand services, community transport, cycling and walking. We oversee the delivery of transport infrastructure across NSW through our project experts and industry partners.

We play a major role in road safety, and continue to work towards our 2026 Road Safety Action Plan priority areas and actions. We do all this by putting customers and communities at the centre of everything we do and partnering with operating agencies, private operators and industry to deliver customer-focused services and projects.

Transport's strategic direction is set according to multiple external and internal strategies, plans and obligations. These include Transport's legislative mandate under the

Transport Administration Act 1988, the NSW Government's commitments and vision, Commonwealth drivers and Future Transport. These help guide Transport's priorities and efforts towards achieving the right outcomes for customers, communities and the people of NSW.

We are the main source of advice on portfolio matters for the Minister for Transport, Minister for Roads, and the Minister for Regional Transport and Roads.

Supporting NSW

The transport system is fundamental to the success of the NSW economy and wellbeing of the community. Transport keeps the state's more than eight million residents moving and enables over 800,000 businesses every day. Around 623 million trips on the Opal card network were made across all modes of transport in 2022–23.

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

Transport touches everyone's lives, getting us to work, school, essential services and all the other places we want to go. It connects us to each other and to the great social, cultural and leisure activities that NSW has to offer.



Our Executive

Table 1: Department of Transport, 2022–23

Name	Position	Periods position held	Qualifications
Robert Sharp	Secretary	1 July 2022 – 14 April 2023	Bachelor of Business Member of Chartered Accountants Australia and New Zealand Non-Executive Director, Member of the Australian Institute of Company Directors Engineering Executive, Engineers Australia Fellow, Royal Aeronautical Society, London
Howard Collins	Acting Secretary	15 April 2023 – 30 June 2023	Master of Business Administration Fellow of the Institute of Directors (UK) Fellow of the Institution of Civil Engineers

Table 2: Transport for NSW Executive and leadership team, 2022–23

Name	Position	Periods position held	Qualifications
Trudi Mares	Acting Deputy Secretary Greater Sydney	1 July 2022 – 30 June 2023	Graduate Member of the Australian Institute of Company Directors Master of Business Administration Graduate Certificate, Business Administration and Management
Camilla Drover	Deputy Secretary Infrastructure and Place	1 July 2022 – 30 June 2023	Bachelor of Engineering (Civil) Graduate Member of the Australian Institute of Company Directors
Anthony Wing	Point to Point Transport Commissioner	1 July 2022 – 30 June 2023	Master of Business Administration Bachelor of Laws (Hons) Bachelor of Science (Hons)
Tracey Taylor	Chief People Officer	1 July 2022 – 30 June 2023	Graduate Certificate, Human Resources, and Industrial Relations
	Acting Deputy Secretary Corporate Services	1 July 2022 – 30 June 2023	Diploma, Human Resources Management and Services Certificate, Introduction to Industrial Relations
Matthew Fuller	Deputy Secretary Regional and Outer Metropolitan	1 July 2022 – 30 June 2023	Graduate Member of the Australian Institute of Company Directors Project Management and Stakeholder Engagement Certificates Fellow of the Winston Churchill Memorial Trust

Name	Position	Periods position held	Qualifications
Joost de Kock	Deputy Secretary Customer Strategy and Technology	1 July 2022 – 16 January 2023	Doctor of Philosophy in Electrical and Electronic Engineering Master of Business Administration Bachelor of Engineering (Hons) (Electrical and Information Sciences)
Richard Host	Acting Deputy Secretary Customer Strategy and Technology	17 January 2023 – 30 June 2023	Master of Business Administration Bachelor of Business in Accounting Fellow, Australian Society of Certified Practising Accountants Member of Australian Institute of Company Directors Senior Member of Australian Computer Society
Tara McCarthy	Deputy Secretary Safety, Environment and Regulation	1 July 2022 – 12 March 2023	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
Sally Webb	Acting Deputy Secretary Safety, Environment, and Regulation	13 March 2023 – 30 June 2023	Bachelor of Laws (Hons) Bachelor of Arts (Asian Studies) Graduate Diploma Applied Finance and Investments (FINSIA) Graduate of Australian Institute of Company Directors
Brenda Hoang	Group Chief Financial Officer	1 July 2022 – 30 June 2023	Bachelor of Commerce (Accounting and Finance) Member of American Institute of Certified Public Accountants Member of Canadian Institute of Chartered Accountants
Susan Carroll	Chief of Staff	1 July 2022 – 30 June 2023	Bachelor of Laws Bachelor of Arts and Masters of International Relations Legal practitioner in NSW and the ACT Graduate of Australian Institute of Company Directors
Kiersten Fishburn	Deputy Secretary Cities and Active Transport	1 July 2022 – 14 May 2023	Master of Business Administration Bachelor of Art History, Criticism and Conservation
Caroline Butler-Bowdon	Acting Deputy Secretary Cities and Active Transport	15 May 2023 – 30 June 2023	Doctor of Philosophy (PhD), Planning and Urban Development Master of Arts in Museum and Gallery Administration Bachelor of Arts (Hons) Fellow of the Winston Churchill Memorial Trust

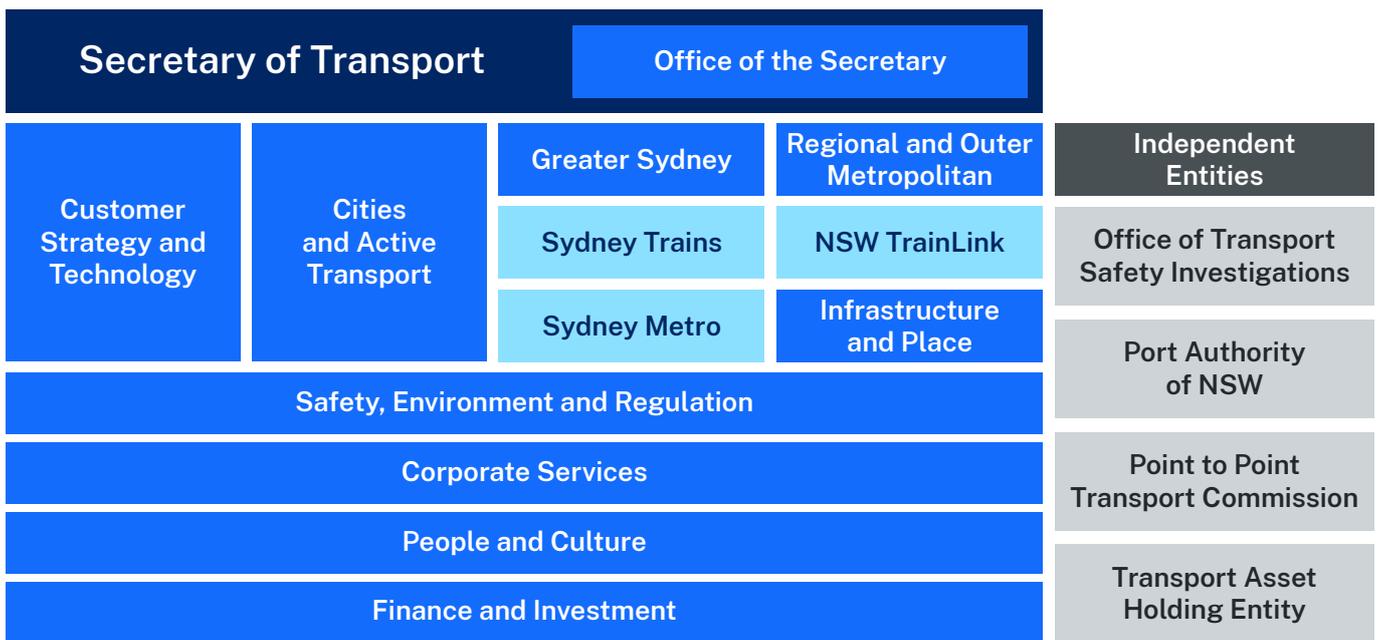


Our operating model

Transport for NSW is the lead agency in the Transport portfolio and works closely with our extended network of government agencies and independent entities to deliver transport services for the people of NSW. More than 30,000 people are employed across the Transport portfolio. Of these, 15,000 are employed by Transport for NSW.

This model facilitates a place-based approach to transport, with a focus on mobility and end-to-end journeys, rather than individual modes of transport, and recognises the broader role that transport plays in creating great places in our communities. The people of Transport bring the operating model to life through our culture and Five ways of leading.

Our operating model shows how we work together to deliver outcomes for those we serve. It was designed to enable Transport to adapt to the changing ways customers and communities engage with us, and how they use the transport network.



Transport's operating model as at 30 June 2023. Light blue areas are operating agencies.





Our organisational structure

Customer Strategy and Technology puts a customer and future lens to shaping mobility solutions and provides statewide services. This is done through a wide range of policy, planning, technology, data and public communications-related functions. Partnering with others enables the delivery of an innovative transport network to meet the needs of NSW today and in the future.

Cities and Active Transport ensures our cities and neighbourhoods are integrated with the transport system while ensuring our places, streets and open spaces are functional, beautiful, inclusive, resilient and inviting for all. This is done by aligning with our partners on strategic outcomes and a focus on excellence in place making through quality design and use of data and activation to deliver great experiences for the people of NSW.

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

Regional and Outer Metropolitan engages with regional and rural customers and communities to deliver safe and tailored transport choices that connect regional NSW. This includes working with freight stakeholders to enable the safe, productive and sustainable movement of goods across NSW to contribute to strong economic growth.

Infrastructure and Place is the delivery partner for the Greater Sydney, Regional and Outer Metropolitan, and Cities and Active Transport divisions, and for the Transport Asset Holding Entity (TAHE). Infrastructure and Place is responsible for developing and delivering multi-modal transport infrastructure and place making projects that our customers and communities need across NSW.

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

Corporate Services partners to deliver strategies, solutions and services to drive better decision making across the portfolio. This is done by providing operational and technical support, strategic advice, tools and processes in procurement, legal advisory, governance and assurance, technology solutions, and shared services.

People and Culture partners to drive workforce solutions that align with business outcomes and support our people to thrive. This includes attracting, developing and retaining the best people, planning for the future needs of our teams, and creating workplaces that support flexibility and collaboration.



Finance and Investment is the custodian of Transport's finances. It partners with the divisions to deliver budgeting, forecasting and financial reporting and ensures alignment to departmental priorities. It assures investment opportunities, optimises the Transport portfolio and leads long-term sustainability across the department. Additionally, the division ensures compliance with relevant financial regulations and standards.

Office of the Secretary supports the Secretary and Executive to drive focus on the strategic priorities of Transport for NSW and the NSW Government to deliver positive outcomes for the community, stakeholders and our people.

Other entities and agencies

Point to Point Transport Commissioner administers and enforces point to point transport law to achieve safer taxi, hire car and rideshare services in NSW. The Commissioner is responsible for managing authorisation and licensing schemes, administering the passenger service levy, and enforcing and recommending safety standards for the point to point transport industry. This is done through education and enforcement, providing services for industry participants, and information for passengers, government agencies and the general public.

Sydney Metro's purpose is to deliver Sydney a connected metro service, providing more choice to passengers, and opportunities for our communities – now, and in the future. By 2030, Sydney will have a network of four metro lines, 46 stations and 113km of new metro rail. The agency engages with customers and the community, and contributes to vibrant and attractive places through its station design, interchanges and precincts.

Sydney Trains provides passenger rail services in Greater Sydney, operating and maintaining the heavy rail network for customers, and provides network control for freight. Sydney Trains is at the hub of the largest public transport system in Australia. Train services are provided across the area bounded by Berowra, Emu Plains, Macarthur, Richmond, Leppington, Cronulla, Bondi Junction and Waterfall.

NSW TrainLink provides rail and coach services to deliver integrated transport solutions and improved transport outcomes for regional communities. Services are delivered across regional NSW and into Queensland, South Australia, Victoria and the Australian Capital Territory. Train services are also provided to customers across the outer metropolitan areas of the Blue Mountains, Southern Highlands, Newcastle and Central Coast, the Hunter, and the South Coast to Bomaderry.

Further information about the activities and performance of Sydney Metro, Sydney Trains and NSW TrainLink can be found in their 2022–23 annual reports.

Key facts



Infrastructure investment

\$17 billion of road, public transport and freight infrastructure delivered in NSW in 2022-23, with **\$40 billion** expected to be invested over the next two years to 2024-25

31 major infrastructure projects opened in 2022-23, including **7** in regional NSW



Patronage on public transport

Train **288,293,926**

Metro **21,082,856**

Bus **261,251,595**

Ferry **14,419,889**

Light rail **38,633,364**



Customer satisfaction

Sydney Trains **90%**

NSW TrainLink **90%**

Sydney Metro **99%**

Metropolitan bus private operators **90%**

Sydney Ferries **98%**

Sydney light rail **93%**

Newcastle light rail **97%**

Private vehicle **86%**

Heavy vehicle **64%**

Motorcycles **84%**

Pedestrian **90%**

Bicycle **87%**

Taxi **87%**

Rideshare **91%**



Digital customer interactions

56.1 million visits to transportnsw.info

175.1 million trip plans using transportnsw.info, Opal Travel app or a Transport bot to plan a public transport trip in NSW

325,100 active users of a Transport bot on Facebook, Twitter, Alexa and Google

2.4 million active users of Opal Travel app



Roads and waterways

7,193,642 registered motor vehicles in NSW

239,228 recreational vessel registrations (including personal watercraft registrations)



Point to point transport

6,548 total taxi licences, including:

917 accessible taxi licences

68.4 million point to point trips

148,822 drivers with a Passenger Transport licence code



Walking and cycling

5.8 million customer journeys were made on foot each weekday in Greater Sydney, with **1.9 million** of these linking to public transport journeys

1.23 million NSW residents ride a bicycle each week, and **3.1 million** ride a bicycle at least once a year*



Freight

Over **917,000** truck trips to Port Botany container terminals

Over **30,000** freight journeys made by rail

Over **27,000** requests for restricted access vehicles

6,800 permits issued for safer and more productive Performance Based Standards (PBS) vehicles

Over **84%** of the state road network approved for PBS Level 2B vehicles

More than a **235** kilometre increase in approved traditional road train network on state roads



Accessible stations and wharves

94% of train journeys began at a wheelchair-accessible train station

92% of ferry journeys began at a wheelchair-accessible wharf

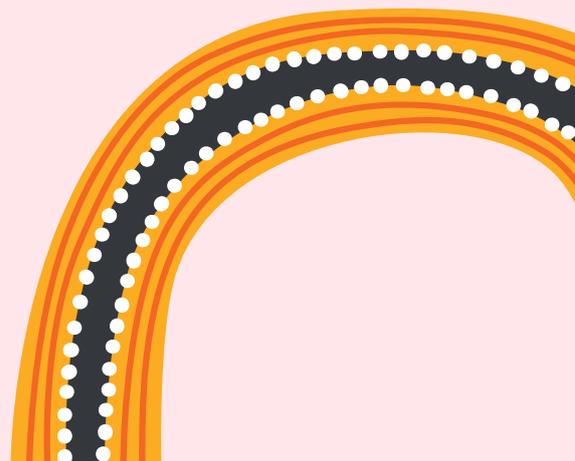


Our people

More than **30,000** people work for Transport, its operating agencies and partners

66% employee engagement score (People Matter Employee Survey 2022)

* Source: National Walking and Cycling Participation Survey 2023



Our assets

\$211.3 billion
in network assets
managed and
maintained by
Transport



Trains

2,269 electric and diesel cars

364 train stations,
including **4** airport line stations

1,800 kilometres of track

68 tunnels¹

1,181 bridges²

796 help points



Light rail

82 light rail vehicles

48 light rail stations

28 kilometres of track



Buses

8,059 buses

25,251 bus stops in
Greater Sydney



Ferries

39 ferries

49 commuter wharves

1 Source: TAHE asset reconciliation
2 Source: TAHE asset reconciliation



Metro Northwest Line

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



Maritime

- 93** maritime vessels
- 33** personal watercraft vessels for water safety compliance operations
- 13** lighthouses
- 4,134** navigational aids



Roads

- More than **21,000** kilometres of state roads³
- 2,893** kilometres of regional and local roads in unincorporated Sydney
- 6,283** road bridges⁴
- 20** road tunnels
- 176** rest stops and highway service centres across NSW
- More than **2,200** CCTV traffic management cameras across Greater Sydney
- Approximately **4,483** traffic signals across the Sydney road network⁵

3 Source: Road Asset Management System

4 Source: Bridge Information System

5 As at 12 July 2023

02

Strategy





Our Outcomes

The four Transport Outcomes describe the goals we aspire to achieve for customers, communities, the people of NSW and the people of Transport.



Connecting our customers' whole lives

Transport plays a vital role in customers' lives, delivering and enabling safe, reliable and sustainable transport solutions for the movement of people and goods. We work to provide effortless, accessible and personalised journeys, regardless of mode, location or journey type, blending public, private, rideshare, on-demand, active and personal mobility services and options.



Successful places for communities

At the heart of communities are places where people come together to interact, transact and connect. Successful places support communities to achieve their desired social, cultural, health, environmental, economic and wellbeing outcomes, now and in the future. Partnership with communities ensures that the places created and impacted by the infrastructure, services and experiences provided by Transport and its partners support their desired outcomes, reflect their people and culture, and protect and enhance communities and their environments.



Transport systems and solutions enabling economic activity

The transport system powers and connects a globally competitive, inclusive and sustainable NSW. Transport plays a critical role in driving economic growth and improving quality of life, keeping freight moving productively and sustainably for the people of NSW and Australia, and supporting the transformation of communities into hubs for investment, employment, tourism and essential services. Transport ensures it delivers value for money through sound financial management and effective custodianship of the state's transport assets.



Thriving people doing meaningful work

We want Transport to be a great place to work and one of the safest workplaces in Australia. We enable the way we work through modern workplaces and choice in where and when we get the job done. We aim to build capability and harness the diversity of our people and their perspectives. We are deeply committed to reconciliation as we work towards a more equal and respectful future for Aboriginal and Torres Strait Islander peoples and communities. We want our people to see how their role contributes to our vision and culture – putting the customer at the centre, people at the heart, and for the greater good.

Our achievements and performance against our Outcomes are presented in this annual report.

Our strategic direction

Hierarchy of direction setting

Transport’s strategic direction is set according to multiple external and internal strategies, plans and obligations. These include Transport’s legislative mandate, the NSW Government’s commitments and vision, Commonwealth drivers and Future Transport.

These help guide Transport’s priorities and efforts towards achieving the right outcomes for customers, communities and the people of NSW.

The Objectives of Transport for NSW are set out in the *Transport Administration Act 1988*.

Future Transport

The Future Transport Strategy was released in September 2022 and sets out the long-term vision for an integrated transport network that reflected Transport’s Outcomes.

Future Transport’s purpose is to set the directions and principles for access and mobility in NSW, guiding transport investment over the longer term. It will be complemented by supporting plans that articulate the infrastructure, services, policy and technology solutions to support passenger and freight trips.

Outcome budgeting – delivering our Outcomes

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

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

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



Our culture and guiding principles

How we live our culture in what we think, feel and do each day will help us make Transport a great place to work. We have embedded culture in the performance cycle including our employee performance goals focusing on customer, people and greater good.



Customer at the centre

We make decisions with the customer experience in mind, and we know who the customer is and their needs.



People at the heart

We care for the people we work with and their experience. We can bring our whole self to work.



For the greater good

We are future focused and sustainable, and we collaborate for integrated solutions.



Our Five ways of leading

Since 2019, our Five ways of leading model has defined the leadership behaviour we need and expect at Transport to realise our vision, our culture and future strategies.

The Five ways of leading are embedded throughout our people processes. We are caring, creative, sustainable, empowering and courageous in our induction, performance, learning, development and recruitment processes.

Further embedding Five ways of leading behaviours across Transport remains our focus. Four important principles underpin this ongoing work to enable everyone – regardless of title, level or role – to strengthen their leadership ability in everyday moments:

- **Leadership for all** – Leadership involves everyone, every day and everywhere across Transport
- **Context matters** – Leadership involves understanding and responding to the situation and environment you work within
- **Connected leadership** – Leaders work together across teams and systems for the greater good
- **Leadership is a practice** – Leadership takes deliberate development and practice in everyday moments

Our progress in promoting and embedding these leadership behaviours is reflected in the results of our 2022 People Matter Employee Survey, where 57 per cent of respondents reported witnessing consistent application of the Five ways of leading within their workgroups.

We have successfully embedded the Five ways of leading within our Transport systems and employee lifecycle moments including induction, performance, learning and talent development, and recruitment processes. Our newly developed Transport leadership capability framework ensures that current and future roles are aligned in capability expectations strengthening our leadership ecosystem.

By investing in leadership capability, we are equipping our organisation to deliver exceptional results for the people of NSW. Our commitment to fostering effective leadership practices ensures that we are well-positioned to tackle challenges, drive innovation, and fulfill our purpose of serving the customers and communities of NSW.



03

Operations and performance

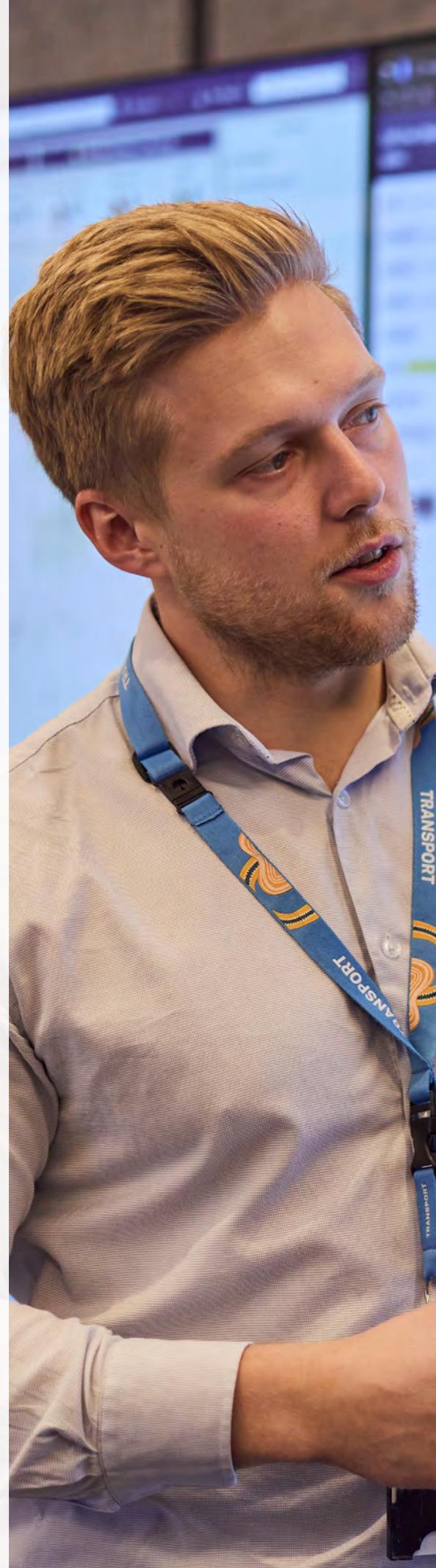




Image: Employee in front of Transport Emergency and Crisis Coordination Hub screens

Performance summary

Key highlights and achievements for Transport for NSW are presented in the Delivering on our Outcomes section within this report. See pages 49-63.

Regular performance reviews

Performance against Transport's Outcomes is reviewed regularly by the Transport Executive Committee. A Quarterly Business Review considers our performance on a regular basis, supported by divisional governance and performance mechanisms and individual accountabilities. These discussions inform future prioritisation of portfolio budgets and resources.

Key performance measures and targets for Transport for NSW are presented in the *Our performance* section within this report. See pages 34-39.

Independent reviews and taskforces

In 2023, the NSW Government commissioned several independent reviews and established taskforces to inform decision-making about different elements of transport in NSW and to recommend actions on key issues.

A Transition Office was established within Transport for NSW to drive implementation of the Government response to the following reviews:

- Sydney Trains' Rail Infrastructure and Systems Review with an initial focus on governance and accountability, asset management and planning, reliability and resilience. An interim report was issued in May 2023 with the Government accepting all 12 recommendations. Work on implementing the recommendations has started
- Sydney Metro Review to examine value for money, delivery models, project governance and passenger impacts
- Toll Review to make toll roads simpler and fairer across Sydney's motorway network, and ensure consistency, fairness and equitability of toll road pricing, while ensuring the road network remains efficient and emissions reductions targets are met
- Strategic Infrastructure Review of NSW's infrastructure capital program, with a focus on successful delivery of the current pipeline and to consider projects and programs in the forward capital program to ensure maximum benefits to the state and balance fiscal, service delivery, and market capacity pressures
- Bus Industry Taskforce to bring together bus operators, industry experts, the workforce, and community representatives to determine how to deliver more efficient and reliable services. The taskforce will also examine the adequacy of bus and coach safety regulation in NSW
- Overheight Truck Taskforce responsible for reducing the number of overheight truck incidents in Sydney's road tunnel network.

Key challenges and performance focus areas

During the year, Transport continued to assess the impacts of changing travel patterns on patronage, and remains focused on the core outcome of bringing passengers back onto our public transport network. Public transport patronage in NSW has normalised at around 70 per cent of pre-COVID levels, resulting in a revenue gap to deliver public transport services.

Through a combination of getting the basics right and delivering great public transport experiences for our passengers, we aim to attract more people back to the public transport network and make public transport the first choice for people across NSW.

Weather events, bushfires, Protected Industrial Action and COVID-19 have all impacted public transport reliability over past years. Reliability is a key component to attracting people to choose public transport.

The interim Sydney Trains Review released in May 2023 recommended a maintenance blitz to repair the network, dramatically reduce equipment failures and restore reliability for passengers. We have started delivering an accelerated 12 month Rail Repair Plan to ensure our rail network delivers a reliable service.

Transport recognises the need to develop strategies to mitigate increasing pressures on financial budgets and to ensure the organisation is driving towards fiscally sustainable performance. Operating in smart, efficient and effective ways will help create increased value for reinvestment. We must focus on commercial offerings, processes and technology that will optimise our operating model and yield tangible customer service improvements.

More details on major projects are presented in Appendix 5: Major infrastructure projects, pages 119-122.



Our performance



Connecting our customers' whole lives

Results this year reflect increased levels of travel on the state's roads and public transport system. Road safety indicators that had declined during the three years of reduced traffic volumes are showing a return to pre-pandemic trends. While on NSW waterways, there was a 64 per cent reduction in maritime fatalities over the past three years. Public transport mode share has grown in the past year as customers have returned to more typical travel patterns but remains well below pre-COVID levels. Lower service reliability contributed to reduced satisfaction, particularly for train and bus customers. Increased congestion has also contributed to lowered satisfaction for most road users.

Table 3: Network safety¹

Measure	2019–20	2020–21	2021–22	Target	2022–23
Reduce NSW road fatalities per 100,000 population	3.88	3.55	3.47	–	3.85
NSW road serious injuries per 100,000 population ²	129.2	145	115.1	–	–
Reduce NSW boating fatalities per 100,000 registered vessels	10.59	7.08	5.84	6.40	3.76
Number of road fatalities (12 months)	315	287	281	301	317
Road serious injuries ³	11,085	10,975	10,277	N/A	9,567
Number of maritime fatalities	25	17	14	15	9
Number of maritime serious injuries	38	53	47	44	38

¹ This data may differ from previously published data as fatality and serious injury information is revised over time

² NSW road serious injury data for 2022–23 does not become available until after the Annual Report's publication

³ Road serious injuries are reported by calendar years. 2021–22 serious injury represents serious injury data for 2021

Table 4: Customer satisfaction on public transport and roads

Measure	2020–21 Nov 2020 ¹	2020–21 May 2021	2021–22 May 2022	Target	2022–23 May 2023
Overall train network (%)	94	93	92		90
Overall bus regions (%)	94	93	92		90
Overall ferry routes (%) ²	99	99	98		98
Overall light rail (%)	96	93	93		93
Overall metro (%)	99	98	98		99
Private vehicles (%)	–	85	88	Maintain or improve	86
Heavy vehicles (%)	–	70	63		64
Motorcycles (%)	–	92	93		84
Cyclists (%)	–	87	90		87
Pedestrians (%)	–	85	88		90
Taxi (%)	–	90	87		87
Rideshare (%)	–	93	90		91
Hire car (%)	–	93	87		88

¹ Due to the impact of COVID-19 on network usage and the requirement to physically distance, a Customer Satisfaction Survey was not undertaken in May 2020, and was taken at the later date of November 2020; roads and pedestrian results are not available for that period

² Results for ferry routes includes both Sydney Ferries and Newcastle (Stockton) Ferry networks; the Newcastle (Stockton) Ferry was first included in May 2022 and subsequent periods

Table 5: Customer satisfaction for people with disability on public transport and roads¹

Measure	2019–20 Nov 2019	2020–21 May 2021	2021–22 May 2022	Target	2022–23 May 2023
Sydney Trains (%)	89	89	86	Reduce gap with overall customer satisfaction	88
NSW TrainLink (%)	84	88	84		78
Metro bus PBO (%)	87	87	93 ²		80
Sydney ferry (%)	87	94	89		93
Roads (%) ³	-	88	89		82
Active transport (%) ⁴	-	76	82		78

¹ Customer satisfaction for people with disability is not shown for all modes due to insufficient sample sizes

² May 2022 results for Metro bus PBO (Private Bus Operators) includes results for Contract region 7, 8 and 9 which were previously operated by State Transit

³ Roads includes private vehicle, heavy vehicle and motorcycle

⁴ Active transport includes cycling and walking

Table 6: Reliability of journeys on public transport and roads

Measure	2019–20	2020–21	2021–22	Target	2022–23
Punctuality Sydney Trains (%)	92	95	92	92	85
On-time running NSW TrainLink (%)	91	90	84	92	78
On-time running metro bus PBO (%)	97	97	97	95	96
On-time running ferry (%)	97	98	97	95	96
Headway light rail line 1 (%)	89	91	84	90	84
Headway light rail line 2 and 3 (%)	83	90	93	90	90
Headway Sydney Metro (%)	99	99	99	98	99
Journey-time reliability – peak travel on key road routes is on time (%) ¹	90	90	90	>90	90

¹ 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 Greater Sydney roads

Table 7: Accessible fleet

Measure	2019–20	2020–21	2021–22	Target	2022–23
Trains NSW (%)	100	100	100	Year-on-year increase	100
Sydney Metro (%)	100	100	100		100
Metro bus PBO (%)	91	91	95		97
Outer metro bus PBO (%)	99	99	99		100
Rural and regional bus (%)	90	97	99		100



Successful places for communities

Active transport mode share has remained stable in the past few years. The percentage of people in Greater Sydney able to reach their nearest metropolitan or strategic centre within 30 minutes by walking or public transport has remained steady. Transition of public transport operations to lower emission energy has continued, with work underway to transition light rail to renewables by 2025 and 12 more zero emission buses entering service in the past year.

Table 8: Connecting communities

Measure	2019-20	2020-21	2021-22	Target	2022-23
Percentage of regional population with access to public transport day-return to nearest city or major centre	87	89	86	Increase	91

Table 9: Enabling active lives

Measure	2019-20	2020-21	2021-22	Target	2022-23
Active transport mode share percentage (proportion of all trips taken by walking or cycling in Greater Sydney)	20.3	19.4	19.6	Increase	19.9

Table 10: 30-minute city

Measure	2019-20	2020-21	2021-22	Target	2022-23
Proportion of dwellings able to reach their nearest metropolitan centre within Greater Sydney using public transport and/or walking within 30 minutes (%) ¹	62	62	62	Year-on-year increase	61

¹The 30-minute city methodology measures the travel time from all dwellings within the Greater Cities Commission's districts of Greater Sydney to the nearest metropolitan or strategic centre. The travel time includes walking time from each dwelling to a transit stop, three minute wait at the first stop, plus the travel time on public transport between 6am and 10am on a weekday to a destination transit stop within a centre, including interchange time. This provides a base metric that 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.

Table 11: Electricity supply from renewable sources

Measure	2021-22	Target	2022-23
Proportion of electricity supply from renewable sources – electrified rail network (%)	97	100% by 2025	98

Table 12: Zero emission buses

Measure	2020-21	2021-22	Target	2022-23
Number of zero emission buses	28	100	N/A	112
% Zero emission buses of Greater Sydney fleet	0.7	2.5	100% by 2035	2.9



Transport systems and solutions enabling economic activity

Economic conditions and customer travel preferences are reflected in the annual performance of this Outcome. Freight volumes at Port Botany have declined slightly and share of freight moved by rail has remained below target, meaning continued reliance on the road network to carry the majority of freight to the port. Farebox revenues remain well below historic levels, reflecting decreased public transport patronage. Transport has continued to use its purchasing power to support social equity, making progress in contracting with disability enterprises and exceeding Government targets for spending and contracts with Aboriginal businesses.

Table 13: Freight rail share at Port Botany

Measure	2019–20	2020–21	2021–22	Target	2022–23
Rail share for freight at Port Botany (%) ¹	18	15	14	Increase to 28% by June 2021 against a baseline of 17% in 2016	14

¹ Rail modal share of containerised freight through Port Botany has gradually declined over the past two years, which can be attributed to a number of factors impacting the containerised freight supply chain. Significant disruptions created by climatic events, especially in regional NSW, plus global impacts of the pandemic and associated conditions have created an environment where the limitations of rail network operations are driving customers to more flexible road transport options. Delays in delivering improved rail infrastructure, the significant impact of shipping service scheduling, empty equipment supply, and resulting congestion at Port Botany have limited the ability to increase rail share.

Table 14: Number of contracts and total spend with Aboriginal businesses

Indicator	2020–21	2021–22	Target	2022–23
Goods and services contracts awarded to Aboriginal businesses	154	250	70	320
Spend with Aboriginal businesses (\$ million)	31.0	64.8	61.3	123.2



Thriving people doing meaningful work

Transport for NSW continues to make progress in increasing the diversity of our workforce and creating a workplace where our people thrive and go home safe, healthy and happy every day. There was a slight downward shift in the People Matter Employee Survey (PMES) staff engagement index, with employee wellbeing and burnout continuing to be areas of concern and focus. The number of women in senior leadership roles exceeded the 2025 target of 40 per cent for the first time and progress was made in increasing Aboriginal representation across the Transport workforce, but progress for the number of employees with disability remains below target.

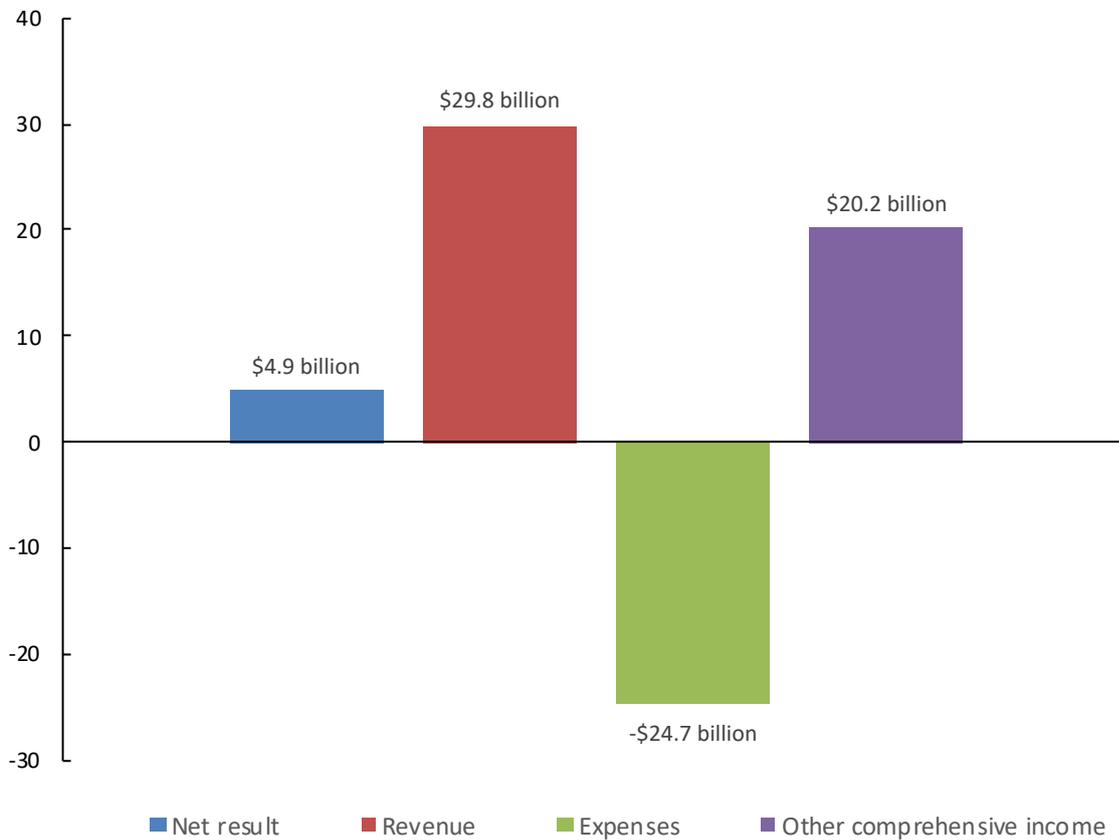


Financial overview

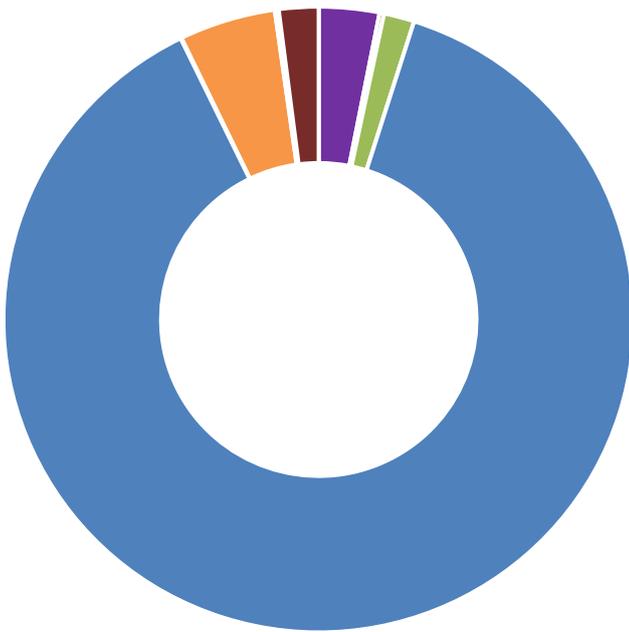
Key figures

Transport for NSW’s net result for the year ended 30 June 2023 was \$4.9 billion (2021–22: \$5.4 billion). Transport for NSW received revenues of \$29.8 billion, while total expenses of \$24.7 billion were incurred in operations, depreciation, grants and subsidies, financing costs and other expenses.

Other comprehensive income for the year of \$20.2 billion (2021–22: \$7.7 billion) includes an increase in the asset revaluation surplus of \$20.2 billion and net gains in foreign exchange of \$0.03 million.

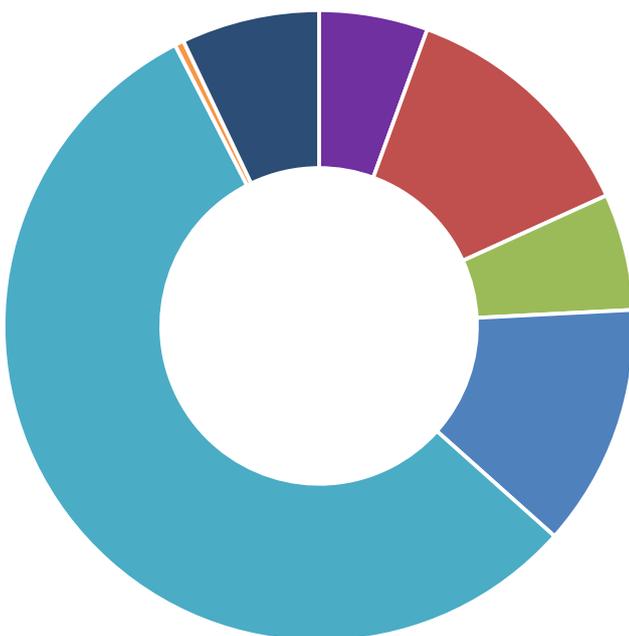


Revenue



- Sale of goods and services from contracts with customers: \$924 million
 - Investment revenue: \$68 million
 - Shared and corporate services revenue: \$467 million
 - Grants and contributions: \$26,205 million
 - Retained taxes, fees and fines: \$13 million
 - Major rail project revenue: \$1,473 million
 - Resources received free of charge: \$59 million
 - Other revenue: \$606 million
- Total: \$29,815 million

Expenses



- Personnel service expenses: \$1,375 million
 - Other operating expenses: \$3,121 million
 - Major rail project expenses: \$1,473 million
 - Depreciation and amortisation: \$3,063 million
 - Grants and subsidies: \$13,785 million
 - Finance costs: \$115 million
 - Other expenses: \$1,747 million
- Total: \$24,679 million

Land and property disposal

Transport for NSW acquires and holds land to construct major projects in accordance with its functions under the *Transport Administration Act 1988*. Following the completion of a project, if the land is not required for operational purposes by Transport for NSW the assets are either transferred to other government agencies for approved functions or divested in accordance with government guidelines.

During 2022–23, one parcel of land was disposed by means other than auction or tender for a value over \$5 million. The land parcel at 166 O’Riordan Street, Mascot, was transferred to the Transport Asset Holding Entity (TAHE) for \$5.03 million. This parcel of land was identified as the best option for a substation to be built for the More Trains More Services 2 (MTMS2) project. Agreement was reached

between the project and Infrastructure and Place division to transfer the land at cost. Proceeds from disposals of land are used to fund ongoing Transport for NSW projects.

Three land parcels were sold during 2022–23 for a value over \$5 million through either an expression of interest or tender.

No properties were sold to people with a family or business connection to a person responsible for approving the disposal.

Documents relating to the disposal of land or property by Transport for NSW can be obtained under the *Government Information (Public Access) Act 2009*.



Research and development projects

Table 15: Research and development projects 2022–23

Activity	Status	Partners and collaborators
<p>Design of a regional town and rural hinterland Mobility as a Service (MaaS) blueprint</p> <p>Designing a blueprint for Mobility as a Service in a rural setting, drawing on Sydney MaaS trial experience, international evidence and new data specifically collected with stakeholders and customers.</p>	Completed	iMOVE Cooperative Research Centre, University of Sydney
<p>Working from home and implications for revising metropolitan strategic transport models</p> <p>Understanding the revisions required to TfNSW strategic travel models post COVID-19, under various work from home future scenarios. Examining mode choice and frequency of weekly travel will help develop revised post-COVID travel choice models based on work from home preferences.</p>	Completed	iMOVE Cooperative Research Centre, University of Sydney, WA Transport, Bureau of Infrastructure and Transport Research Economics
<p>M1 roadworker safety</p> <p>The project completed research that identified current technologies and innovative ways of working in the areas of structural and roadside inspections, temporary traffic control devices and alternative ways of conducting temporary road works or maintenance activities.</p>	Completed	Deakin University, iMOVE
<p>A scenario planning tool: improving the bike-ability of our cities</p> <p>Development of a data-driven map-based digital planning tool at the precinct level, to help with active transport planning, particularly determining desire lines for the propensity to cycle.</p>	Ongoing	ARC Linkage Study – University of NSW, NSW Sport, selected local councils
<p>Wagga Wagga Active Travel Plan network: evaluation</p> <p>Evaluation to quantify the outcomes and community benefits of implementing the Wagga Wagga Active Travel Plan. Evaluating the impacts of providing active travel infrastructure on community and societal attitudes and willingness to embrace active travel transport options and services.</p>	Ongoing	iMOVE Cooperative Research Centre, University of Sydney, NSW Health, Wagga Wagga City Council
<p>Use of virtual reality technology to improve cycleway design</p> <p>Interactively visualising street design scenarios to understand, through behavioural observations, what design features influence or change the potential population who are interested in cycling, but concerned about safety. It will gather new data on what design features influence the cohort's perception of safe bike-ability and investigate how to integrate cycling facilities into urban and suburban environments to address safety concerns.</p>	Ongoing	iMOVE Cooperative Research Centre, University of NSW

Activity	Status	Partners and collaborators
<p>Changing profile of freight logistics in metropolitan Sydney under COVID-19</p> <p>Understanding current freight distribution operations and networks to develop and evaluate practical, viable and effective initiatives for improving deliveries within the Sydney metropolitan area during COVID and post-COVID periods.</p>	Ongoing	iMOVE Cooperative Research Centre, University of Melbourne
<p>Waratah Research Network</p> <p>This NSW Government network facilitates university, government and industry partnerships to deliver impact-driven research and evidence-based outcomes for NSW communities. The network aims to improve research collaboration, research communication and promote funding opportunities with both university and industry partners.</p>	Ongoing	NSW Government, Office of the NSW Chief Scientist and Engineer, universities
<p>Transport for NSW Research Hub</p> <p>The Research Hub fosters collaboration and information sharing between Transport, universities, industry and other government agencies interested in transport.</p> <p>The Research Hub helps partners engage with Transport to use evidence to solve some of the biggest challenges in transport.</p>	Ongoing	NSW Government, universities and industry
<p>Australasian Transport Research Forum</p> <p>Australasian Transport Research Forum (ATRF) is the principal transport research forum in Australasia. It maintains open dialogue among transport researchers, policymakers, advisors and practitioners, stimulating debate and forward-looking thinking about transport research across a wide range of subject areas. The conference is held in a different location each year.</p> <p>The Executive Committee governs the overall activities of ATRF, including strategic direction. It comprises representatives of academia, federal and state governments and private consultancies across Australia and New Zealand. Each member has extensive experience in transport-related research and policy development.</p>	Ongoing	N/A
<p>Sydney University automated vehicle trial</p> <p>This project will establish real-world testbeds to undertake research into customer focused and safe operations of connected and automated vehicles in various urban environments. Cooperative Intelligent Transport Systems will be used to improve safety.</p>	Ongoing	iMOVE Cooperative Research Centre, University of Sydney
<p>Dubbo autonomous vehicle trial</p> <p>In this trial, a Ford Ranger crew cab ute is retrofitted to Level 3+ conditional automation supporting shared rides between mapped routes in the Dubbo region.</p> <p>The focus of this trial will be on customer mobility and the benefits and challenges in introducing emerging connected and automated vehicle technology to regional NSW.</p>	Ongoing	Conigital, Liftango, NRMA, QBE Insurance, Buslines Group, Dubbo Regional Council, Sydney Motorsport Park

Activity	Status	Partners and collaborators
<p>Assessment of driver assist technologies</p> <p>Transport is undertaking research and development work with the Australian New Car Assessment Program (ANCAP), major manufacturers, and emerging companies at the 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 includes the testing for pilots. This work is assisting in the development of new and emerging vehicle technologies.</p> <p>This work also facilitates gazetting, testing and validating mobile speed cameras.</p>	Ongoing	Original equipment manufacturers, Australian New Car Assessment Program, Slasherteck
<p>Development and demonstration of C-ITS on NSW roads</p> <p>Commenced research into the impact, considerations and benefits of implementing Cooperative Intelligent Transportation Systems (C-ITS), which includes comprehensive demonstrations of technologies in scenarios on NSW roads. The research and demonstration of Connected and Automated Vehicles will include the use of information received from Connected Vehicles and intelligent infrastructures such as Intelligent Roadside Units and intelligent traffic lights.</p>	Ongoing	iMOVE, University of Sydney
<p>Integrated connected data for safer, more efficient traffic management operations</p> <p>Commenced research into existing and emergent connected and other vehicle and traffic data to identify how these could improve existing network management approaches and be integrated with modern traffic control systems in the short term. The research focuses on locations where operators have an ability to control or manage the use of the network, such as at signalised intersections, but is also considering inputs from locations across the system.</p>	Ongoing	University of Melbourne, ITS-Australia, Department of Transport Victoria, Transport & Main Roads Queensland, The Commissioner of Main Roads, Transport Accident Commission, iMOVE
<p>Human size variation in design of Australian transport systems</p> <p>This project will provide a comprehensive review of the currently available anthropometric data and its application to the Australian Transport industry. It will form a new/updated anthropometric dataset to be used in the design of future Australian transport systems.</p>	Ongoing	University of South Australia, Department of Transport Victoria, Centre for Rail Innovation, iMOVE
<p>Empirical analysis of shared road infrastructure in NSW – collation of shared road infrastructure perspectives and local examples</p> <p>The Shared Space urban design concept is a traffic management strategy designed to achieve mode equality and placemaking objectives. Strategies typically involve the removal of road infrastructure features (e.g. kerbs, line marking, signage) to create road environments that are places in their own right rather than movement corridors. Past case studies indicate both positive and negative outcomes with a continual push for further research and improvement of the design principles.</p>	Ongoing	University of Technology Sydney, iMOVE

Activity	Status	Partners and collaborators
<p>Healthy, equitable and sustainable urban mobility – promoting active travel and public transport for a post-pandemic world</p> <p>Addresses the intersection between public health, built environment and sustainable travel policies by focusing on the realignment of space devoted to walking, cycling, public transport and driving modes in a currently car dependent context and in a post-pandemic world. While the public may have developed an appreciation of walking and cycling through the experience of COVID-19, if space for cycling and walking is not provided, and public transport systems remain disconnected, the car will continue to dominate our streets and carbon our skylines.</p>	Ongoing	University of Sydney, Australian National University
<p>Work zone end of queue study</p> <p>This research looks at traffic control measures at road worksites. It aims to reduce the frequency and/or occurrence/severity of injuries to people involved in end of queue accidents at road worksites and increase overall safety for staff and the public within these worksites through the testing of different traffic control measures.</p>	Ongoing	Deakin University, iMOVE
<p>Hydrogen powered heavy vehicle demand and infrastructure assessment</p> <p>This project investigates the viability of hydrogen fuel for heavy vehicle use, the distribution model for hydrogen and its safe operation in Australia. It will identify the key factors for the shift to zero emissions technology and provide a road map for the NSW Government to explore the opportunity this presents. Internationally, hydrogen is gaining market share with many countries heavily investing in the transition to cleaner fuels. This project draws on international trials and lays out a pathway for the adoption of hydrogen as a fuel of the future for heavy vehicles in the NSW freight sector.</p>	Ongoing	Australian Road Research Board, Mov3ment, iMOVE
<p>Transition Towards Zero Emissions heavy vehicles – analysis, planning and policy</p> <p>This project aims to: (1) develop a detailed analysis of the total cost of ownership (TCO) for low and zero-emission heavy vehicles to allow Australian businesses to make an informed decision regarding their future fleet management; (2) undertake a geospatial roadmap analysis for refueller and electric vehicle chargers; and (3) based on the outcomes of (1) and (2), develop recommendations and policy directions for the transition towards low carbon freight transport.</p>	Ongoing	iMOVE, Department of Transport Victoria, Transport & Main Roads Queensland, Department of Infrastructure, Transport, Regional Development, Communications and the Arts, Swinburne University of Technology
<p>Optimisation of replacement buses during network disruption</p> <p>The purpose of this project is to develop a proof-of-concept tool for forecasting replacement bus requirements during unplanned disruptions. This will enable evidence-based decision making and optimise the customer experience while managing the costs of the replacement services. The tool will leverage current and historical demand to support the service recovery and produce an optimised service plan.</p>	Ongoing	University of Technology Sydney, iMOVE

Activity	Status	Partners and collaborators
<p>Technology and women’s safety</p> <p>The project aims to understand how to improve the experiences of women and girls while interacting with the public transport network. The research outputs will assess the opportunity of automated detection technologies to provide timely and accurate notification and reporting of antisocial behaviour for state transport agencies. The focus will be on identifying which behaviours may be detectable via CCTV and sensors and then train an algorithm to detect those behaviours.</p>	<p>Ongoing</p>	<p>iMOVE, Queensland University of Technology, University of Wollongong</p>
<p>Transport Research Association for NSW symposium</p> <p>The Transport Research Association for NSW holds an annual symposium with practitioners, researchers and transport enthusiasts. Streams are chaired by industry leaders showcasing students’ research.</p>	<p>Annual</p>	<p>NSW universities</p>



Implementation of price determination

The Independent Pricing and Regulatory Tribunal (IPART) had existing determinations in place for:

- Opal fares including Sydney Trains, Sydney Metro and NSW TrainLink intercity services, metropolitan and outer metropolitan buses, light rail, Sydney Ferries and the Stockton Ferry (between July 2020 and June 2024).
- Rural and regional buses (between 1 January 2021 and 31 December 2025).

On 4 July 2022, Opal fares were increased on average by three per cent, less than the five per cent average annual increase recommendation from IPART. Some fares such as the 0–3 kilometre bus and light rail

fares, and the \$2.50 Gold Senior/Pensioner card and \$50 weekly caps were not increased.

There was no increase to the maximum fares for rural and regional buses consistent with IPART's determination.

IPART completed its review of fares for private ferry operators in December 2021, determining maximum fares to apply from 1 January 2022 to 31 December 2025. Under the determination most fares increased in line with inflation (with the exception of Captain Cook's Lane Cove service). In January 2023, the increases in maximum private ferry fares ranged from \$0.40 to \$1.20.



Delivering on our Outcomes



Connecting our customers' whole lives

Accessibility

Transport is continuing to deliver the Transport Access Program (TAP) to provide accessible, modern, secure and integrated transport infrastructure throughout NSW. Last year 15 accessibility upgrades were completed and open to the public at the following train stations: Junee, Cootamundra, Point Clare, Gunnedah, Moree, Narrabri, Clarendon, Casino, Towradgi, Thornleigh, Normanhurst, Pymble, Grafton, Blackheath and Taree.

State-of-art bus tracking

More bus passengers in regional NSW now have access to real-time public transport information. The Transport Connected Bus Program provides state-of-the-art vehicle tracking and automatic passenger counting technology across contracted buses in rural and regional NSW. This technology provides customers with real-time trip information including how full the bus is. So far, customers in 16 regional towns and cities are benefiting from the program, with over 1.5 million regional customer trips tracked so far.

Bus tracking was first made available in Bega, Coffs Harbour and Dubbo in July 2020 and the past year has seen the roll-out extended across Wagga Wagga, Queanbeyan, Tweed Heads, Grafton, Forbes, Bathurst, Armidale, Port Macquarie, Tamworth, Albury, Bomaderry -Nowra, Griffith and Orange.

Transport Connected Bus captures geospatial route map data across rural and regional NSW and provides Transport for NSW with access to reliable, independent, machine-generated performance and operational data. This data enhances the customer experience by allowing passengers to make more informed choices regarding how and when they travel. It will also enable proactive service planning for the future.

More Trains, More Services

Transport is continuing to deliver the \$5 billion More Trains, More Services program to simplify and modernise the rail network, creating high capacity, turn up and go services across the network.

Highlights over the past year include:

- Kingsgrove to Beverly Hills asset rationalisation: removing redundant track and infrastructure from the rail corridor between Beverly Hills and Kingsgrove stations. This work will facilitate improved movement and management of train services and remove unnecessary maintenance costs.
- Mortdale Maintenance Centre upgrade: this upgrade will enable the entire Tangara fleet to be serviced from this location, cutting dead running time by reducing the need for fleet movements for maintenance purposes.
- Shellharbour Junction Station upgrade: platform extensions and passenger upgrades for this station.

A safer, fairer taxi and rideshare network

The Point to Point Transport Commissioner continues to ensure safer transport in rideshare, taxis, traditional hire cars and tourist services using a mix of compliance and education. The Commissioner targets high-risk areas through safety audits, advisory visits, covert plain clothes operations, visible on-street presence, investigations and prosecutions.

The Commissioner's compliance team is regularly out in force to deter illegal and unsafe driver behaviour at targeted locations and major events, including taxi drivers demanding flat fares or refusing fares.

In response to an increase in complaints about rank and hail taxi services, such as drivers failing to use a meter, requiring a fixed fare and overcharging, the Commissioner launched a new 24-hour Taxi Fare Hotline to facilitate passenger complaints. Taxi fare hotline signage was placed at taxi ranks throughout Sydney and the fine for fare-related offences for operators was increased from \$300 to \$1,000.

The Commissioner rolled out more than 20,000 Taxi Fare Hotline stickers to be placed in taxi vehicles providing rank and hail services. The hotline number and a QR code link to the hotline are displayed on the stickers allowing passengers to easily report a fare related issue. Information is also provided on the sticker to ensure passengers are aware the meter must be on during a rank and hail trip.

Two public facing safety campaigns were launched in December 2022 which provided tips on travel-safe behaviour when using taxis and rideshare services, with a particular focus on safety for women and girls. Passengers were educated about drivers illegally touting for passengers, particularly at airports and train stations, and alerted to the dangers of accepting a ride from illegal services.

Transport and the Commissioner are trialling Smart CCTV Cameras at up to 100 sites throughout metro and regional NSW to detect and deter unsafe and illegal behaviour at taxi ranks. In the future these cameras will also identify peak times for taxis and passengers.

More point to point transport drivers

The Commissioner introduced a temporary change to driver eligibility requirements to support an increase in passenger services. The change allows those who stopped driving during the COVID-19 pandemic to re-enter the industry without waiting another 12 months, as would have been required under previous arrangements. These temporary arrangements have made it easier for people who stopped driving during the pandemic to re-enter the industry, with around 1,000 drivers becoming eligible to provide point to point transport services.

Transition to new taxi licensing framework

From 1 February 2023 the Commissioner managed the transition to a new taxi licensing framework for operators of a taxi service and taxi licence owners who already had a registered vehicle on the road. Under new laws taxi licences can no longer be sold, transferred, or leased, and the person or company who operates a taxi will need to have a taxi licence in their name.

The transition ended in July 2023, with the new taxi licensing framework coming into effect in August 2023. Of the more than 5,000 taxis operating in NSW as at 1 February and eligible to transition to a new licence in advance of 1 August, more than 99 per cent had done so by the end of the transition period.

The Commissioner is continuing to educate and hold industry to account for their safety obligations, which have not changed as a result of these changes.

Taxi assistance package

Transport launched a \$760 million financial assistance scheme for eligible taxi licence owners in February 2023 to assist in the transition to the deregulation of taxi licence supply. The scheme provides \$150,000 for every ordinary perpetual taxi licence in metropolitan Sydney, with a cap of six licences per individual. Regional licences are eligible for a payment between \$40,000 and \$195,000 with no cap on the number of licences eligible. The new taxi licensing framework will enable a more adaptive, innovative and competitive market for the point to point transport industry, resulting in both customer and safety benefits across NSW. The taxi industry will also have greater flexibility in how it responds to customer demand. The new taxi licensing framework came into effect on 1 August 2023.

Park&Ride

Transport Park&Ride was delivered at seven new locations across NSW last year. The facilities are located at St Marys, Gosford, Campbelltown, Penrith, Warwick Farm, Schofields and Hornsby and will free up over 5,000 parking spaces for commuters. Works continue on rolling out Park&Ride in other locations.

Contactless bus fares

A trial for contactless payments using a smart phone or watch to pay for bus trips across regional NSW was implemented in early 2023 in Bathurst. Up to 300 fare-paying buses across rural and regional areas could be considered for contactless card reader technology if the trial is successful. Since it launched, 37 per cent of total bus ticket sales in Bathurst are attributed to contactless card payments and this percentage continues to rise.

Supporting world-class events

Transport coordinated an extensive communications and media campaign over two weeks to help Sydneysiders and visitors plan their trips for a series of mega-events taking place in February and March 2023: the Sydney Gay and Lesbian Mardi Gras, WorldPride and the Ed Sheeran and Harry Styles concerts at Sydney Olympic Park.

WorldPride was Sydney’s biggest event post-COVID lockdowns and particular effort was made to encourage the 500,000 participants to take public transport and ensure they arrived safely at the numerous locations for this event.

We also delivered over 180km of special event clearways for the 2022 Union Cycliste Internationale (UCI) Road World Championships Wollongong. This was the largest cycling event to be held in NSW since the Sydney Olympics, with 670 athletes and officials from 73 countries participating. Transport worked across government and with local organisers to facilitate the successful event.

Transport activated a wide range of ‘owned assets’ such as bus wraps, train wraps and station advertising with a rainbow-themed campaign to highlight public transport as the best way to get to and from WorldPride. The campaign also supported our diverse and inclusive workforce, helping to position Transport for NSW as an employer of choice.

Transport Connect

We launched a new federated identity solution, which allows customers to use their MyServiceNSW account credentials to access the full suite of Transport Connect related mobility services. Users can now log into their account by using the same credentials as their MyServiceNSW account, making it easier for them to interact with government services. Transport will continue to work collaboratively with the Department of Customer

Service to further support the ‘Tell us once’ initiative, which allows customers to consent to their details being shared across multiple government services, aimed at easing interactions between government and the community. Since going live, 65,000 users have created Transport Connect accounts using their MyServiceNSW credentials, representing 50 per cent of all new user registrations.

Parramatta Light Rail

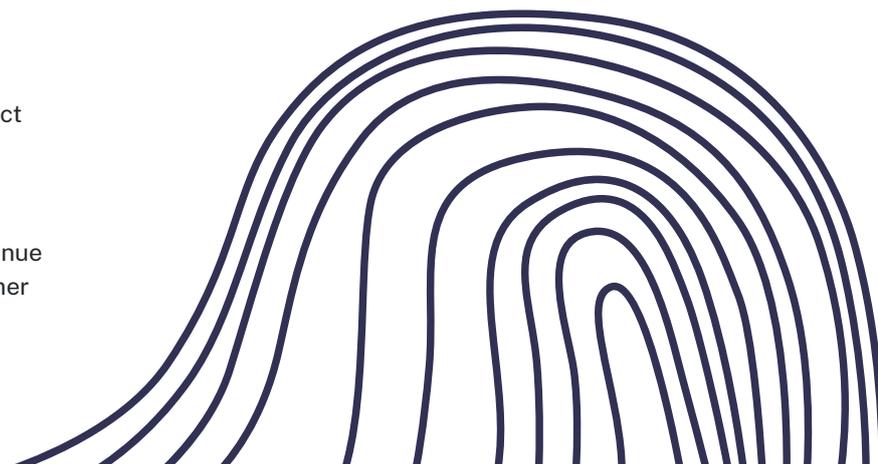
The Parramatta Light Rail entered a new phase this year with the arrival of the first vehicle in the fleet, and most of the construction works complete. Testing and commissioning is expected to commence later in 2023 and passenger services are expected to commence in 2024.

When complete, the Parramatta Light Rail will provide frequent, reliable services between Westmead and Carlingford via the Parramatta CBD, supporting residents, local businesses and the nearly 14,000 students who attend the University of Western Sydney.

Project highlights over the past year include:

- delivery of seven fully accessible, air-conditioned light rail vehicles. The 45-metre-long vehicles will hold up to 400 passengers and are dual electric and battery-powered with roof-mounted rechargeable batteries to operate in two wire-free zones
- completion of the majority of the main infrastructure work, with 100 per cent of track installed and construction of the light rail stops nearly complete
- installation of overhead canopies for weather protection at all 16 stops.

Parramatta Light Rail is providing a major boost to the local economy, supporting 5,000 local jobs and using about 4,000 tonnes of Australian steel. A locally based manufacturing company was engaged to manufacture and install the prefabricated light rail stop components.



Safer roads

There were 317 road fatalities on NSW roads over the past year, an increase of 13 per cent on the previous year. There were also 9,567 serious injuries (hospitalisations) during the 2022 calendar year, 660 fewer than 2021.

The 2026 Road Safety Action Plan enshrines a NSW Government goal to halve road fatalities and reduce serious injuries by 30 per cent by 2030. A further \$196 million for the *Toward Zero Safer Roads Program* was announced this year.

Recent initiatives include:

- development of the Towards Zero Safer Roads Program, a road safety infrastructure program focusing on road trauma reduction at locations of identified high risk
- continued delivery of the Road Safety Program (RSP), a road safety infrastructure program aimed at delivering trauma reduction on remote and regional roads, and reducing fatal and serious injuries for vulnerable road users in urban areas. The RSP is part funded between the Commonwealth and NSW Governments
- the School Zone Infrastructure Program (SZIP), a sub-program of the Road Safety Program, delivered around \$40 million in pedestrian safety improvements around regional NSW schools, with 432 projects delivered from January 2021 to June 2023. There remain 51 projects in construction. The SZIP also delivered around \$40 million in pedestrian safety upgrades at schools within Greater Sydney, with 310 projects being completed between January 2021 and June 2023
- appointing 332 additional school crossing supervisors between 2019 and 2022 across the state to improve student safety around schools
- 13 new red-light speed camera locations installed in 2022–23, with 22 locations installed in 13 months
- mobile phone detection camera program deployed 47 cameras at 450 locations
- delivering road safety messages to Indigenous communities via targeted partnerships with the Yabun Festival, Koori Knockout, Helmet Exchange program and Child Care Seat program
- Used Car Safety Ratings campaign to encourage potential buyers of second-hand vehicles to consider the ratings when purchasing a used car
- reaching six million people with our Delivery of Transport Safety social media campaigns for parents
- reaching over one million people with our Road Rules Awareness Week social media campaign
- ordering over two million road safety items to support engagement activities
- road safety education support for schools, with over 5,934 NSW school teachers and early childhood educators participating
- free Fresnel Lens initiative to increase uptake of new technology and encourage safe interactions around heavy vehicles
- launch of a new Towards Zero Collaboration Hub to support local councils in delivering road safety plans and road safety measures
- publication of the NSW Automated Enforcement Strategy for road safety, which provides a framework to manage the automated enforcement programs used in NSW and future technology innovation.

We also delivered behavioural-focused road safety initiatives at a regional level through the Road User Safety Behavioural Program, to reduce the incidence and severity of crashes in NSW. All our road safety education initiatives work with communities and stakeholders to improve transport outcomes.

Safer waterways

Over the past 10 years, 123 people lost their lives on NSW waterways. Addressing these tragedies has prompted the launch of the *Maritime Safety Plan 2026*, which sets a long-term target of zero fatalities on NSW waterways by 2056.

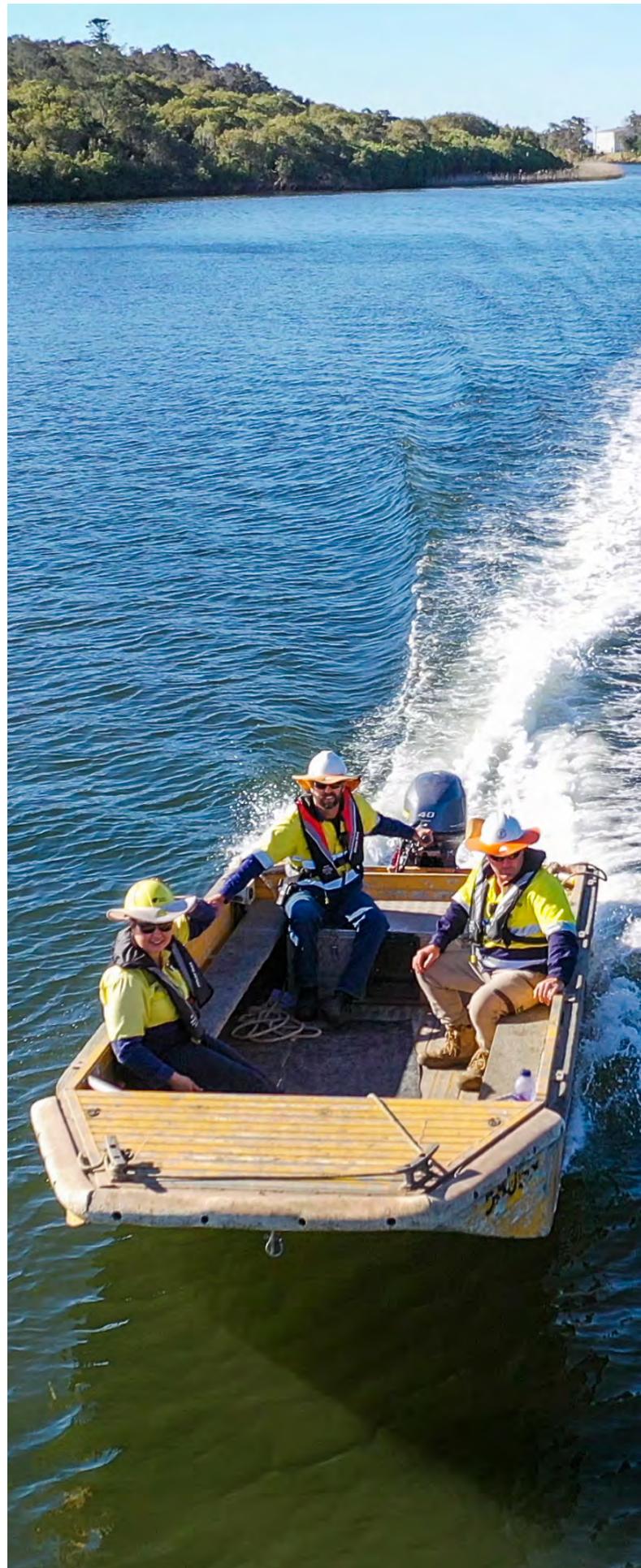
Implementation covers a range of initiatives, including education and awareness campaigns, building safer waterways access and infrastructure, developing technology to help waterway users make safer decisions and updating the licensing framework.

To improve the maritime safety regulatory framework and ensure it is fit for purpose, consultation was conducted during the year on a number of options to amend the Marine Safety Regulation which will inform future amendments to the regulation currently scheduled for 2024.

In response to the commitment to implement mooring and End of Life Vessel reforms, boaters were consulted on an End of Life Vessels discussion paper to inform a strategic approach to management of these vessels.

Transport also launched five state-wide maritime safety campaigns focused on promoting the wearing of lifejackets, care and service, safer boating, vessel limitations in waterways and under various weather conditions, safe operation of personal watercraft and the dangers of crossing coastal bars.

In 2022-23, NSW tracked better than the Maritime Safety Plan targets for both waterways fatalities and serious injuries, with a 64 per cent reduction in fatalities since 2019-20.



A resilient regional road network

Over the past two years, NSW has experienced unprecedented flooding and consistent wet weather, stretching Transport road maintenance teams and industry partners.

Extra road crews worked across the state to repair and rebuild the flood-affected road network in late 2022 and 2023, with 111 of 113 affected state roads now restored.

Highlights of the recovery effort included:

- establishing the first-ever Customer Coordination Centre to improve Transport's ability to respond to the Northern Rivers floods. The centre brought teams across Transport into the same location, enhancing collaboration, improving decision-making and providing an accurate common operating picture in a rapidly evolving natural disaster
- the repair and reopening of Billabong Creek Bridge on the Henry Parkes Way to two lanes after sustaining significant damage during flood events in Parkes in November 2022. The bridge was open to full capacity ahead of Christmas and the Parkes Elvis Festival in January
- the reopening of the Newell Highway south of Forbes and West Wyalong before Christmas, after flood waters and extensive damage forced a 49-day closure.

Transport also provided \$50 million in funding to regional councils throughout NSW for priority repairs to local and regional roads following significant wet weather events.

A total of 94 regional councils received funding, with over 340,000 pothole repairs carried out this year, resulting in continued access and improved safety outcomes for people travelling across the local and regional road network.

This initiative was part of the \$312.5 million Regional Roads and Transport Recovery Package aimed at strengthening and upgrading local and state transport networks across northern NSW in response to the catastrophic flooding in early 2022.

Flood response preparedness and resilience

Transport has developed a flood modelling resource application to support crisis and operations responses in real time, enabling evidence-based decision making. The Flood Modelling Prediction Dashboard will enable Transport to accelerate a whole-of-Transport response to flood emergencies, and take effective mitigation actions to protect transport assets and track their resilience against multiple events. The project was a finalist in Floodplain Management Australia's nationwide excellence awards. This technology is being used to develop further predictive dashboards for other natural hazard events.

More upgrades for regional roads

Transport continues to upgrade the regional road network, strengthening vital links for families, communities, farmers and business. Highlights over the past year include:

- Silver City Highway: 153km of sealing completed, providing a safer and more resilient road for motorists in the state's far west.
- The Newell Highway Program Alliance: 38 additional overtaking lanes delivered over four years. As of June 2023, 28 overtaking lanes were completed, with the final 10 in construction and expected to be completed by the end of the year.
- Nowra Bridge: the new bridge containing four lanes over the Shoalhaven River, upgraded intersections and additional lanes on the Princes Highway opened to traffic in February 2023.
- Nelligen Bridge Replacement Project: the \$148 million project provides a new two-lane bridge over the Clyde River at Nelligen. Major work started in early 2021 and the new bridge opened to traffic in February 2023.

More regional bus services

Hundreds of additional weekly bus services have been introduced to regional centres as part of the 16 Cities Program to deliver an enhanced, convenient regional bus service offering. This includes:

- over 250 additional weekly services for Nowra
- over 200 additional weekly services for Orange
- over 550 additional weekly services for the Central Coast
- over 300 additional weekly services in Albury
- over 100 additional weekly services in Lismore
- over 500 additional weekly services in the Hunter.

Rural and regional on-demand transport services

Following successful pilots, rural and regional on-demand buses are now part of the multi-modal transport mix, providing services to geographically dispersed populations in remote, Indigenous and transport-disadvantaged communities.

Seven pilots became ongoing services, connecting communities to transport modes and regional hubs, providing access to health, social and other services, as well as insights on the social benefits of improved public transport. Diverse services were piloted to better connect customers to affordable transport at times that suited them. Insights were also gained through partnering with industry to test transport and booking models.





Successful places for communities

Investing in active transport

In 2022–23, Transport granted \$118 million in funding for active transport as part of the Get NSW Active grant program. The program supports local government in promoting and improving walking and cycling infrastructure in their local areas. A further \$50 million in funding under the program will be granted in the next financial year.

Transport has also continued to unveil a broader strategy for active transport with the development of strategic cycling corridors across Greater Sydney and Regional and Outer Metropolitan. This work has been undertaken with local councils and key stakeholders, with the Central River City and Western Parkland City network maps released earlier this year.

As part of the Parramatta Light Rail project, Transport opened a new 5.7km shared walking and bike riding path between Carlingford and Parramatta. The path features multiple access points between Boundary Road in Carlingford and Tramway Avenue in Parramatta as well as bike racks, seating, water stations, journey maps, signs, and motion-sensor LED lighting.

For the first time, pedestrians and bike riders were able to travel over James Ruse Drive across Bidgee Bidgee Bridge in Rosehill, to experience some of the best scenic views of Western Sydney.

Western Sydney residents will also enjoy the southern hemisphere's biggest pump track, with the Wylde Mountain Bike Park opening this year. Funded by the M12 motorway in conjunction with Greater Sydney Parklands, the park provides 15km of bushland trails, a kids' loop and BMX racetrack.

The Festival of Place

The Festival of Place is a rolling program that includes a range of grant and partnership initiatives, and creative placemaking projects. These are aimed at empowering councils and placemaking agencies to activate their public spaces, such as streets near transport hubs, and trial innovative initiatives that foster places for people. In 2022–23 it included the Alfresco Restart Package, Your High Street, Safer

Cities, reVITALise, Places to Love and Walks Near Me.

In its second year in 2022–23, the Alfresco Restart Package is a \$66 million package to revitalise streets with activations across the state to support community wellbeing and economic recovery. As part of the Alfresco Restart Package, Transport for NSW led the Festival of Place... in your streets initiative. This initiative is a successful collaboration between Transport and local councils state-wide, as well as state government partners such as the Royal Botanic Gardens and Domain Trust, Place Management NSW, and Property and Development NSW. The initiative comprised four key programs in 2022–23:

- Streets as Shared Spaces – a \$35 million grant program delivered over two rounds of funding to trial projects that test permanent changes to strengthen local economic vitality. In 2022–23, the second round of this program delivered over 3,700 square metres of new or improved public space and resulted in a 16 per cent increase in pedestrians during the day and a 43 per cent increase at night.
- Open Streets – a \$6.5 million program for metropolitan Sydney councils impacted by the 2021 COVID-19 lockdowns to open streets up to activities and events. Open Streets saw over nine hectares of road space reallocated for pedestrian use. Over 200,000 people attended the events, which saw an estimated 100 per cent average increase in sales turnover for local businesses.
- Summer Night Fund – a funding program that offered up to \$15,000 to councils across NSW for free activities or events. A total of 88 participating councils activated over 64 hectares of public space.
- Long Summer Nights – a program to reopen The Rocks, Darling Harbour and The Domain to the public over the summer with dance floors, live music, theatre and comedy shows. These events drew over 65,000 attendees.

The Festival of Place... in your streets initiative was awarded the 2022 Planning Institute of Australia NSW (PIA) Award for Planning Excellence – Community Wellbeing and Diversity.

Your High Street, now in its third year, is a \$15 million program supporting councils across NSW to make permanent improvements to the amenity and functionality of their high streets.

The program aims to improve safety and comfort for pedestrians, improve local accessibility and connections and increase footfall and capacity for trade and business. Projects are managed and delivered by councils, providing

places for the community to socialise and connect. Projects included footpath widening and additional crossing points to enhance pedestrian comfort, new and upgraded civic squares and laneways, more seating and flexible spaces, public art, additional trees and greenery and spaces for outdoor dining and events.

The Australian Institute of Landscape Architects recognised one of the projects funded through Your High Street, Monaro Lanes in Queanbeyan-Palerang Regional Council, with a 2023 NSW Landscape Architecture Award for Small Projects. A Streets as Shared Spaces project for Canterbury Bankstown was also named a winner in the same category.

Transport is also investing \$30 million over two years to help improve perceptions of safety in our cities and towns, particularly for women, girls and gender diverse people.

During 2022–23 the Safer Cities Program partnered with 10 councils and nine state partners to conduct research and test and trial approaches to help increase women, girls and gender diverse people's perception of safety and access to public spaces, increase their engagement with how public spaces and public transport are designed and managed, and help them to move more freely, alone or in a group in their community.

In July 2023, the *Safer Cities Survey Report: Perceptions of safety in public spaces and transport hubs across NSW*, was published and is available on Transport's website.

As a part of the festival, from February to May 2023 rainbow lighting interventions of four walkways, three within Sydney's Inner West and one at Central Station, were delivered through reVITALise. The Places to Love program delivered projects with Cumberland and Tweed Shire Councils, and in June 2023 Transport partnered with Department of Customer Service to launch a state-wide digital and interactive map, Walks Near Me, to help the community create walks and find out more about great public spaces across NSW.

Delivering transformational projects for NSW

A vital part of Australia's largest road infrastructure project was completed this year, with the \$3.2 billion WestConnex M4-M5 Link Tunnels opening to traffic in January, ahead of time and under budget.

These 7.5km mega tunnels run between the M4 at Haberfield and the M8 at St Peters and form part of

the third stage of WestConnex, a \$16.8 billion joint project being delivered by the NSW and Australian governments, Transurban and partners to relocate traffic underground and to help people move around Sydney.

Later this year, the WestConnex project will be completed by the opening of the Rozelle Interchange, a new underground motorway interchange which provides connectivity to the M4-M5 Link Tunnels and the City West Link and an underground bypass of Victoria Road between Iron Cove Bridge and Anzac Bridge.

On the water

Whether on Sydney Harbour, the coast or our many inland rivers and lakes, water-based transport plays an essential role in recreation and keeping people and goods moving.

Over the past year Transport has completed several projects to enhance the safety and accessibility of our waterways, including:

- wharf upgrades at North Sydney, Darling Point, Double Bay, Manly, Greenwich Point and Taronga Zoo. These upgrades included modifying accessible pathways to protect trees along the foreshore, new pontoons, gangways, seating and improved access for community recreational use
- completion of the Life Extension Program for the First Fleet vessels in the Sydney Ferries fleet. This includes significant work to bring these vessels into line with Accessible Public Transport requirements, as well as other enhancements for passenger comfort.

NSW Maritime teams played an important role during Vivid Sydney, activating and enforcing exclusion zones, coordinating vessel traffic and promoting safe boating practices to ensure a safe and successful event.

Vehicle Emissions Offset Scheme (VEOS)

Transport has successfully delivered the Vehicle Emissions Offset Scheme (VEOS) in partnership with Service NSW and the Office of Energy and Climate Change. VEOS enables customers to voluntarily offset their vehicle carbon emissions during online registration transactions. Funds will be used to contribute to environmental projects with a carbon offset provider. As of 30 June 2023, contributions of approximately \$107,893 were received from 2,842 participants, reducing environmental impact of carbon emissions.



Transport systems and solutions that enable economic activity

Understanding our passengers and clients

Transport for NSW is committed to delivering services in a way that aligns with a holistic social and economic purpose. Understanding why people travel, how to manage that demand and how to make that journey easier is at the core of what we do.

The potential to gain insights from data has never been stronger. The *Transport Data Strategy and Roadmap 2022–2025* sets the direction for how we manage and use data. The *Transport Data Strategy 2022–2025* Internal Practitioner Guide also communicates data priorities and principles to the Transport data community.

These documents provide a plan for best practice architecture and governance to ensure our data is safely managed, stored and used.

Understanding how disruption drives passenger behaviour

Transport produced a Customer Behaviour Network Change and Disruption Strategy and Core Narrative and commenced development and delivery of customer behaviour interventions to help manage demand related to major projects including the Warringah Freeway upgrade, Rozelle Interchange, Mulgoa Road, Parramatta Light Rail, closure of the Sydenham to Bankstown train line and opening of Sydney Metro.

Driving economic activity

Transport has launched the Travel Choices behavioural trials with major employers in the Sydney CBD to help spread demand on transport networks and generate economic activity, including stakeholder engagement events with the Property Council of NSW, the Committee for Sydney and Connect Macquarie Park.

We also launched the COVIDSafe Travel Choices Program in 2022. This was a return to the workplace program with businesses across Greater Sydney to support organisations with their return to office plans.

Western Sydney Freight Line and Intermodal Terminal

The Commonwealth and NSW Government's jointly funded strategic business case for the Western Sydney Freight Line and Intermodal Terminal was completed in May 2023. This proposed 29km double-track, freight-only line will run from the Main West Rail Line west of St Mary's to the Southern Sydney Freight Line near Villawood. It will provide the missing link in the freight rail network between Port Botany and the Western Sydney Aerotropolis. This project is forecast to lift rail mode share to Western Sydney from five per cent to 42 per cent, taking almost 3,000 trucks a day off roads, reducing carbon emissions, congestion and improving safety.

Lower Hunter freight corridor

Transport for NSW is committed to providing a corridor for a 30km freight rail line between Fassifern and Hexham. The corridor will allow for a future rail line which separates rail freight from the passenger rail line to reduce network congestion on the rail network across Newcastle and improve travel times and reliability for both rail freight and passenger rail services. The corridor for the planned Lower Hunter Freight Line has been exhibited and gazetted for protection as a SP2 (Special Zone Infrastructure) zone in December 2022.

Taking NSW technology to the world

The NSW developed Sydney Coordinated Adaptive Traffic System (SCATS) for intelligent traffic control has proved a world leader, holding 50 per cent global market share and helping cities thrive in over 30 countries.

This year saw the introduction of SCATS to one of the world's largest cities. Sao Paulo Brazil will trial SCATS technology at 90 intersections, with a larger roll out to 1,900 intersections expected by 2025.

SCATS is expected to deliver a 28 per cent reduction in travel time, 25 per cent reduction in stops, 12 per cent reduction in fuel consumption and a 15 per cent reduction in emissions. It will also assist Sao Paulo to tackle a congestion problem, which is estimated to cost residents nearly \$18 billion a year.

Closer to home, SCATS continues to improve travel outcomes. For example, in 2022 the system was used on the Cumberland Highway corridor between Great Western Highway and Old Prospect Highway to identify inefficiencies experienced by priority users. Several changes were implemented to SCATS signalling systems that resulted in an annualised travel time saving of 42,000 hours on all approaches.

Sydney Gateway

Transport has continued to progress the Sydney Gateway project, connecting the WestConnex St Peters Interchange to the Airport and Port Botany Precinct and making journeys easier, faster and safer. The project features 19 new bridge structures including an 800-metre long elevated road to the doorstep of the domestic terminals. It will have capacity to carry 100,000 vehicles including 10,000 trucks a day.

This project is now over 70 per cent complete, passing two key milestones this year: the first of two arch bridges rotated into place in Tempe and the connection of flyover beams into the Sydney Airport domestic area.

In addition to exceeding the benchmark for female participation in trade-based roles, this project has also provided employment opportunities for almost 200 Aboriginal people. A total of 32 Aboriginal-owned businesses have worked on the project, providing over 50 work packages for services in waste transfer, equipment hire, traffic control, construction cranes, cleaning, graphic design and security.

Industry engagement

From July to November 2022, Transport provided updates of our forward-looking infrastructure pipeline to our industry partners. In addition to an interactive dashboard via the Transport Infrastructure Industry Portal, which provides industry-specific project information on infrastructure projects coming to market in the next five years, we hosted a dedicated pipeline event in Sydney and an additional three regional showcase events in Dubbo, Wollongong and the Hunter Valley. These events attracted over 2,500 industry partners.

Together these industry engagement activities improved clarity and transparency of the project pipeline for our industry partners. The regional pipeline events encouraged the participation of the local workforce to better engage supply chains and the broader infrastructure ecosystem of the regional areas.

Toll Relief Scheme

Transport is assisting motorists to tackle the cost of living with the Toll Relief Scheme, which allows eligible drivers to claim a rebate on their toll expenditure.

As at June 2023, 180,000 claims were submitted and over 178,000 claims were paid. Around 27,500 customers with personal toll accounts have claimed the maximum rebate of \$750 while sole traders have received \$820,000 in rebates since the end of February 2023.





Thriving people doing meaningful work

Regional job opportunities

More than 80 new full-time jobs were created in Orange, Dubbo, Bowenfels and Parkes in the Central West, Coonabarabran, Narrabri and Moree in the North and Broken Hill in the Far West to help with the delivery of the \$19.4 billion regional roads and transport pipeline.

Following an extensive recruitment campaign and in-person assessment hubs at multiple locations throughout the state, Transport also recruited almost 100 apprentices and trainees. The Apprentice and Trainees Program provides participants the opportunity to start a meaningful career pathway, allowing them to train and study towards a nationally recognised qualification, combining on and off-the-job training while developing their skills and gaining industry knowledge.

The programs consists of 10 different disciplines to support multiple regional operational areas across the state, including civil construction, business, project management, bridge construction and maintenance, heavy diesel mechanical, metal fabricator, painting and blasting, electrical and operational management systems. The apprentices/trainees were placed in the Northern Region, Southern Region, Western Region and Sydney.

Growing our regional workforce

More than 3,000 (19.3 per cent) of Transport for NSW's workforce is employed across NSW outside of Greater Sydney, Wollongong and Newcastle local government areas. Over the past 12 months, Transport for NSW's regional workforce increased by 389 people (a 14.9 per cent increase). This has been the most significant growth in Transport for NSW's regional workforce in the past three years. The number of regional leaders has also increased over the same period, rising from 12 to 99, with regional award employees increasing by 377 people.

Driving greater outcomes for First Nations employment

The Munderoo First Nations Employment Index 2022 was the first comprehensive snapshot of Indigenous workplace representation, practices, and employee experiences ever to be carried out in Australia.

Transport was one of 42 participating organisations, which in total employ more than five per cent of the total Australian workforce, and around six per cent of the Indigenous workforce.

The index is based on five domains, four maturity levels and evidence-based actions, and supports employers to set their aspirations, assess their current performance and identify priorities to drive real Indigenous employment outcomes.

This was an opportunity for Transport to benchmark our efforts against leading organisations in both the private and public sector. Transport was highly commended in the areas of attraction and recruitment, and workplace culture and inclusion.

Participating in the Index has informed Transport's Aboriginal Employment Strategy 2023-2025 and Transport's Stretch Reconciliation Action Plan 2022-2025, as well as supporting Closing the Gap Priority Reform 5.

Transport will participate in the 2024 First Nations Employment Index and will continue to focus on developing career pathways for Aboriginal people.

2022–2026 Health and Safety Strategy

Transport’s Health and Safety Strategy delivers a governance framework that drives risk-informed decisions and risk reduction, and helps develop health and safety capability, leadership and practice.

The four-year strategy devised in 2022–23 details Transport’s vision for health and safety. An annual health and safety plan is prepared each financial year to detail clear and practical programs, systems and processes that will continually improve how we keep our people, customers and the community safe.

Some key strategic programs supporting the strategy include harmonisation of Safety Management Systems, enhanced data capture and reporting technology and capability, critical health and safety risk management, and health, hygiene and psychosocial risk management. The Strategy aims for a consistent uplift in health and safety maturity and performance across all of Transport for NSW.

Continuing our journey to reconciliation

Transport completed our inaugural Innovate Reconciliation Action Plan (RAP) in 2022, drawing on the existing long-term commitment and achievements of our organisation.

The Stretch RAP was designed in 2022, after deep consultation with key stakeholders across Transport and the Aboriginal community and commenced in late 2022.

Transport’s Stretch RAP was launched via a community-based roadshow in nine locations across NSW including Dubbo, Grafton, Newcastle, Nowra, Sydney CBD, Tamworth, Wagga Wagga, Western Sydney and Wollongong.

Our Stretch RAP has 127 deliverables by the end of 2025, with solid progress being made for the year to date in 2023. This includes a refreshed governance framework to drive accountability across each Transport division and delivering on a range of key initiatives such as employment, procurement, community engagement, cultural learning, and art, history and heritage.

Increasing our people’s awareness of inappropriate workplace behaviours

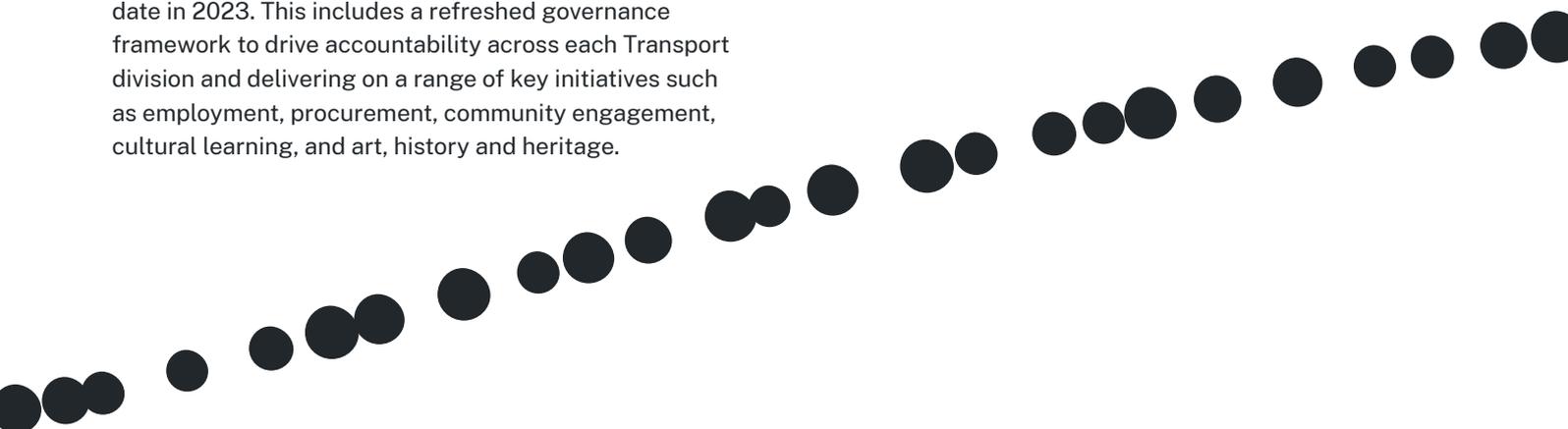
Respect@Transport was launched on 1 August 2022, with the initial program focused on increasing our people’s awareness of appropriate workplace behaviours, how to report inappropriate workplace behaviours, and how to call out inappropriate workplace behaviour.

By 30 June 2023, over 9,000 Transport people had attended an awareness session and 50 per cent of Transport people had completed either an awareness session or the Caring at Work eLearning module.

Since the rollout of the awareness sessions, there has been a 107 per cent increase in reporting of complaints relating to bullying, and a 40 per cent increase in the number of people calling the Employee Assistance Program (EAP) for discrimination, harassment and bullying compared to the last financial year.

The program is achieving its short-term outcomes, with 97 per cent of awareness session participants describing themselves as ‘knowledgeable’ or ‘very knowledgeable’ regarding bullying, discrimination and harassment after completing the session – up from 69 per cent before the session.

A total of 87 per cent of awareness session participants are confident to call out bullying, discrimination, or harassment when they experience or witness it, and 92 per cent of participants are confident to provide support to a colleague who is experiencing bullying, discrimination or harassment.



Improving employee development and performance

In August 2022, Transport rolled out a new employee performance and development process for over 18,000 employees called Grow Perform Succeed (GPS).

GPS is based on regular, meaningful conversations between leaders and team members about priorities, progress, feedback and support that keeps performance and development front of mind. It puts a stronger emphasis on development, with planned development and career conversations in February of each year.

There has been strong engagement from employees with GPS in its first year. In the last 12 months, around 4,000 employees attended voluntary learning sessions on having GPS conversations.

Early results indicate GPS is improving employee experience of development with an increase of four points in the People Matter Employee Survey (PMES) results from 2021 to 2022.



Supporting the development of our workforce

Over the past 12 months, Transport developed a number of qualifications and added them to the Transport for NSW Registered Training Organisation scope of registrations. Each qualification has been developed to support key areas that either ensure capability development of our workforce or address critical workforce shortages. These include:

- Certificate III Business –designed to support our workforce build customer service skills to ensure customers are at the heart of everything we do.
- Certificate IV Leadership & Management – developed with our leaders for our emerging leaders to build a workforce focused on resilience, business acumen and ethical leadership.
- Certificate II Rail Infrastructure and Certificate III Rail Infrastructure –building career pathways to support critical workforce planning in rail infrastructure.
- Certificate III in ESI Rail Traction –building career pathways to support critical labour shortages in rail traction.

These qualifications have not only supported capability development but also created jobs through traineeships. For existing workers in these offerings this means that their experience can be formally recognised through a nationally recognised qualification supporting career transferability.

Celebrating our people

Recognition shows what we value at Transport and celebrates the great work our people do. This year, we received 437 nominations for the Transport Awards, an almost 50 per cent increase in nominations year on year, with 40 finalists selected from across NSW.

Of note was the diversity of individuals and teams nominated, enabling us to recognise and celebrate people from across Transport. The collaboration across teams and divisions also stood out in the nominations.

Many teams were involved in the flood response effort last year, supporting the community despite being impacted personally themselves. Among the 40 finalists, 10 flood-related nominations were finalists in the Recovery and Resilience category.



04

Management and accountability





Image: Transport employees during a team meeting

Executive and employee remuneration

Senior executive remuneration Bands 1 to 4

In 2022–23, the percentage of total employee expenditure relating to senior executives was 12.1 per cent compared with 12.7 per cent in 2021–22, inclusive of the Point to Point Transport Commission and the Department of Transport.

Table 16: Number and remuneration of senior executives

Transport senior service level	Female	Male	Total	Average total remuneration package
TSSE Band 4				
2022–23	0	1	1	\$730,261
2021–22	0	1	1	\$613,975
2020–21	0	1	1	\$599,000
TSSE Band 3				
2022–23	9	7	16	\$504,757
2021–22	6	9	15	\$517,911
2020–21	8	9	17	\$500,777
TSSE Band 2				
2022–23	51	67	118	\$362,689
2021–22	52	65	117	\$358,932
2020–21	47	52	99	\$355,070
TSSE Band 1				
2022–23	307	439	746	\$257,516
2021–22	294	421	715	\$255,385
2020–21	218	347	565	\$253,079
2022–23 total	367	514	881¹	
2021–22 total	352	496	848	
2020–21 total	273	409	682	

¹ Increase driven by growing capital infrastructure program

Employee remuneration

The Transport for NSW headcount, inclusive of the Department of Transport, is 15,594 people, which includes a full-time equivalent of 14,315.

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

Table 17: Total employee headcount by salary band

Annual salary	2020-21 total count			2021-22 total count			2022-23 total count		
	F	M	Total	F	M	Total	F	M	Total
<\$50,000	683	548	1,231	674	549	1,223	721	607	1,328
\$50,001-\$75,000	292	1,177	1,469	215	1,067	1,282	196	1,046	1,242
\$75,001-\$100,000	1,083	1,126	2,209	1,218	1,042	2,260	1,147	863	2,010
\$100,001-\$125,000	940	1,289	2,229	1,346	1,438	2,784	1,297	1,404	2,701
\$125,001-\$150,000	772	1,109	1,881	1,181	1,645	2,826	1,401	1,715	3,116
>\$150,000	1,019	1,837	2,856	1,554	2,471	4,025	1,957	2,919	4,876
Total	4,789	7,086	11,875	6,188	8,212	14,400	6,719	8,554	15,273



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 portfolio has aligned to the published definition of a consultant across all procurement spending for annual report purposes.

The following tables outline the amounts paid by Transport for NSW to consultants in 2022–23. 'Total actual cost' also includes payments made outside the 2022-23 reporting period.

Table 18: Engagements of \$50,000 and over

Consultant	Category	Project	2022–23 expenditure	Total actual cost
BDO Services	Management services	Transport Asset Custodian Platform Economic Appraisal Advisory Services	\$164,554	\$236,604
Boston Consulting Group	Management services	TfNSW Enterprise Commercial Strategy Development	\$908,000	\$908,000
Deloitte	Management services	Commercial and Financial Advisory Services on Bus Procurement Pipeline	\$217,624	\$217,624
Deloitte	Management services	Attestation Mapping and Strategy	\$142,500	\$142,500
Deloitte	Management services	Port Capacity Study	\$143,344	\$143,344
Deloitte	Management services	Construction Standards and Conformance Assessment	\$156,600	\$156,600
Deloitte	Management services	Public Transport Contracts and Partnership Functional Review	\$697,750	\$697,750
Deloitte	Management services	Workforce Architecture Solution Design	\$1,055,280	\$1,055,280
E3 Advisory	Management services	Cost Estimation, Property Assessment and Constructability Services for Corridor Preservation Tranche 2 Advisory Services	\$7,602	\$662,589

Consultant	Category	Project	2022–23 expenditure	Total actual cost
E3 Advisory	Management services	Transaction Advisory Services – Mount Ousley Interchange	\$674,929	\$1,076,234
E3 Advisory	Management services	Procurement Advisory for Opal Next Generation	\$628,885	\$628,885
Energetics	Management services	Renewable Energy Strategy	\$107,490	\$126,240
Ernst & Young	Management services	Economic and Financial Advisory Services for Phase 2 Western Sydney Corridor projects	\$145,406	\$412,320
Ernst & Young	Management services	Skills, Employment & Industry Development Strategy Services for the Great Western Highway Upgrade	\$508,029	\$508,029
Ernst & Young	Management services	Independent Value for Money Advice on the Western Harbour Tunnel Project	\$151,521	\$276,021
Ernst & Young	Management services	Impacts Assessment of Incidents and Cost of Crashes on Freight Rail Operators and Delay, and Flow on Industry Costs to Heavy Vehicles	\$40,226	\$160,336
Ernst & Young	Management services	Financial Analysis, and Strategic Freight Demand Review Services to Support the Western Sydney Freight Line Business Case	\$407,298	\$617,298
Ernst & Young	Organisational review	Shared Service Enterprise Architecture Model	\$304,582	\$847,257
Ernst & Young	Management services	Safer Roads Program Current State Review	\$112,680	\$112,680
Ernst & Young	Management services	Qualitative Research – Exploring customer needs behaviours and attitudes	\$356,935	\$356,935

Consultant	Category	Project	2022-23 expenditure	Total actual cost
Ernst & Young	Management services	Advisory services for Maritime Customer Experience Research	\$245,000	\$245,000
Ernst & Young	Management services	Procurement value chain advice	\$95,600	\$95,600
Ernst & Young	Management services	NSW Trains Rail & Coach Benchmarking and Services Review	\$554,403	\$554,403
KPMG	Management services	Customer Strategy and Roadmap	\$403,586	\$403,586
KPMG	Management services	Western Sydney Fuel Pipeline Study	\$30,233	\$883,755
KPMG	Management services	Finance and Investment Division Reporting Solutions Strategic Roadmap	\$94,800	\$94,800
KPMG	Management services	TfNSW People Service Delivery Review	\$280,100	\$280,100
KPMG	Management services	Procurement Policy Framework Harmonisation	\$125,250	\$323,650
KPMG	Organisational review	Learning Services Operating Model Review	\$139,120	\$139,120
KPMG	Management services	NSW Connected and Automated Vehicle Readiness Program SBC	\$222,377	\$222,377
KPMG	Management services	Property Portfolio Risk Management Strategy	\$167,215	\$167,215
KPMG	Management services	Technology value chain advice	\$134,650	\$134,650
KPMG	Management services	Services for Development of Asset and Services Strategy documentation	\$65,468	\$65,468
KPMG	Management services	Resource Management service review	\$139,444	\$139,444
L.E.K Consulting	Management services	Business Case Development – Next Generation Opal Program	\$872,568	\$1,814,581
PriceWaterhouse Coopers	Finance and Accounting/Tax	Financial Advisory Services for the M7-M12 stage 2	\$44,397	\$649,071
PriceWaterhouse Coopers	Management services	Development of Freight Community Strategic Business Case	\$74,000	\$74,000

Consultant	Category	Project	2022–23 expenditure	Total actual cost
PriceWaterhouse Coopers	Management services	Development of Strategic Business Case for the Great Western Highway Upgrade Project	\$685,215	\$1,737,274
PriceWaterhouse Coopers	Management services	Establishing a Program View of the NSW Fast Rail Program	\$182,281	\$317,281
PriceWaterhouse Coopers	Management services	Freight Data Capability Maturity Assessment	\$229,549	\$812,611
PriceWaterhouse Coopers	Management services	COVID-19 Transformation Program	\$250,818	\$546,093
PriceWaterhouse Coopers	Finance & accounting/tax	Financial Advisory Services for the M7-M12 stage 2	\$548,005	\$548,005
Procure Group	Management services	Probity Advisor for Western Distributor Smart Motorway project	\$52,588	\$52,588
Stickeytek	Management services	Sydney Coordinated Adaptive Traffic System Venture Advisory Council	\$50,000	\$81,333
Strativity Group	Management services	Customer Strategy & Development Roadmap	\$136,800	\$136,800
WSP Australia	Management services	Freight Strategy Development	\$229,500	\$229,500
WSP Australia	Management services	Design Advisory Review Panel services	\$100,832	\$100,832
Total			\$13,223,262	\$20,329,890

Table 19: Engagement/contracts less than \$50,000

Total number of engagements	2022–23 expenditure	Total actual cost (\$)
27	\$488,290	\$496,187

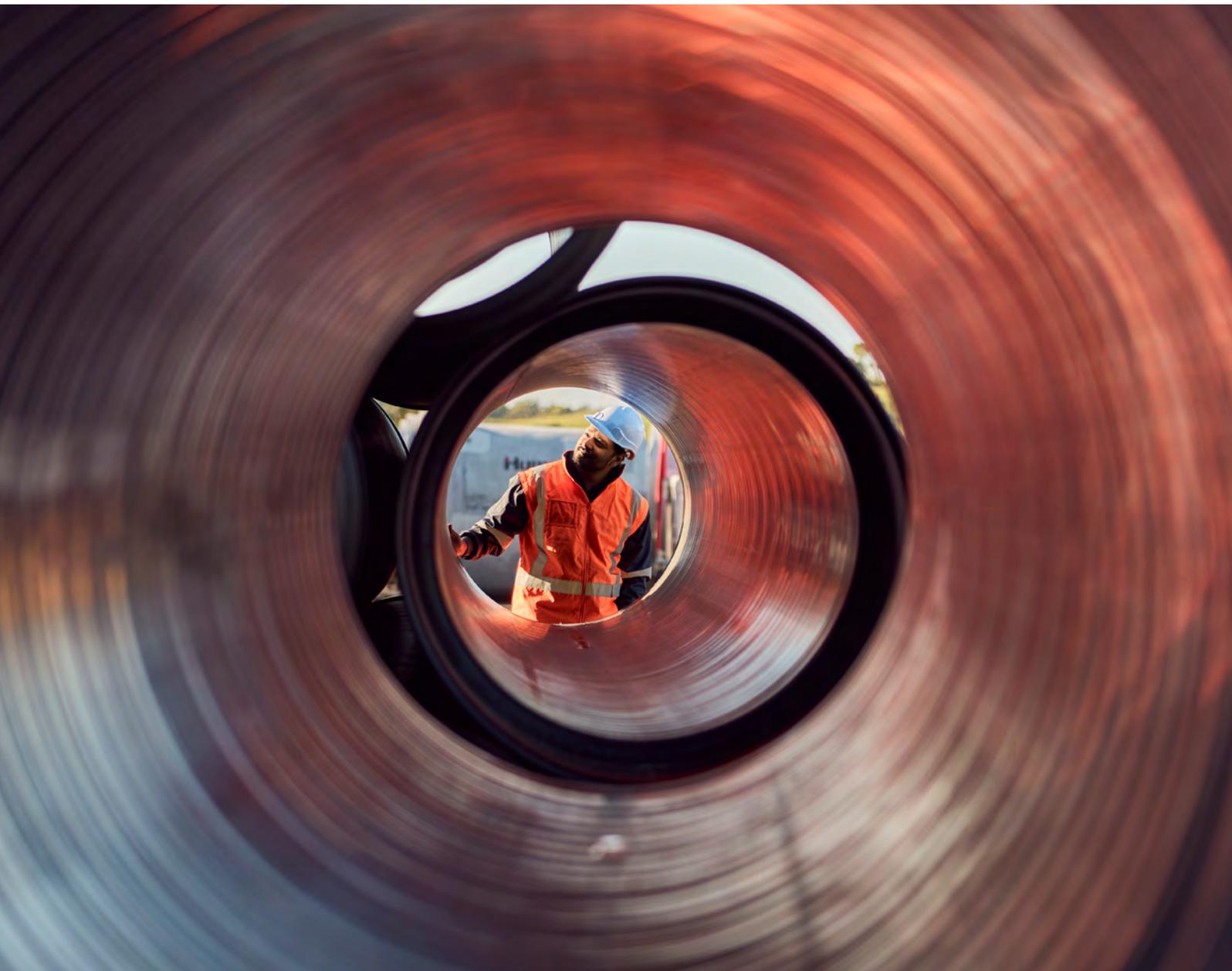
Overseas travel

Table 20: Overseas travel paid or partially paid for by Transport for NSW

Officer	Destination	Purpose
Chief Operating Officer	Berlin, Germany; London and Birmingham, United Kingdom	To participate and present at the Australian British Chamber of Commerce conference
Engineering Manager, Fleet	Beasain, Spain	To inspect the Paramatta Light Rail and new Inner West Light Rail Expansion Fleet vehicles
Deputy Secretary Safety, Environment and Regulation	Christchurch, New Zealand	To appear as a plenary speaker at the 2022 Australasian Road Safety Conference
Deputy Secretary Greater Sydney, Executive Director Strategy and Implementation	Singapore	To attend the Singapore International Transport Congress and Exhibition
Director Maritime and Transport Safety Strategy and Policy	Wellington, New Zealand	To attend mandatory subject delivery as part of Australia and New Zealand School of Government (ANZSOG) Master in Public Administration
Executive Director Customer Systems and Operations	London, United Kingdom	To attend Transport Ticketing Global conference and to meet with Transport for London
Executive Director Connected Journeys		
Manager Living Collections and Conservation, Royal Botanic Garden Sydney*	Geneva Switzerland & London United Kingdom	To attend Convention on International Trade in Wild Specia of Fauna & Flora
Seedbank Officer, Australian Plant Bank, Royal Botanic Garden Sydney*	Ardingly, United Kingdom	To attend the Millennium Seed Bank Partnership Training program
Director Engineering	Zaragoza, Spain	To travel to Construcciones y Auxiliar de Ferrocarriles (CAF) to witness repair to light rail vehicles
Engineering Manager – Fleet	Beasain, Spain	For Regional Rail Project (RRP) technical subject matter expert (SME) to visit the CAF design and production facility
Technical Advisor (Ricardo Rail PSC)		
Technical Advisor (Ricardo Rail PSC)		
Engineering Manager – Fleet	Corella, Beasain and Zaragoza, Spain	For RRP technical SME to visit CAF to witness testing and commissioning activities of the new rolling stock fleet
Technical Advisor		

Officer	Destination	Purpose
Project Director Regional Rail Fleet Technical Director Fleet Delivery and Integration	Beasain and Corella, Spain	For RRP technical SME to visit the CAF design and production facility in Beasain, Spain to inspect the manufacturing of new trains
Technical Advisor Project Engineer	Corella and Beasain, Spain	To travel to witness testing and commissioning activities for RRP technical SMEs to witness formal verification activities

* At the time of travel, Royal Botanic Garden Sydney was part of Transport for NSW



Legal change

Acts and Regulations jointly administered by the Minister for Transport, the Minister for Roads and the Minister for Regional Transport and Roads (as at 30 June 2023)

Air Navigation Act 1938

Air Transport Act 1964

- Air Transport Regulation 2016

Broken Hill to South Australian Border Railway Agreement Act 1968

City of Sydney Act 1988 (Part 4A and Schedule 2, jointly with the Minister for 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 2022

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)
- 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 2011

Motor Vehicles Taxation Act 1988

- Motor Vehicles Taxation Regulation 2016

National Rail Corporation (Agreement) Act 1991

Parking Space Levy Act 2009

- Parking Space Levy Regulation 2019

Passenger Transport Act 1990

- Passenger Transport (General) Regulation 2017

Passenger Transport Act 2014

- Passenger Transport Regulation 2014

Photo Card Act 2005

- Photo Card Regulation 2014

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

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

Ports and Maritime Administration Act 1995

- Ports and Maritime Administration Regulation 2021

Rail Safety (Adoption of National Law) Act 2012

- Rail Safety (Adoption of National Law) Regulation 2018

Railway Construction (Maldon to Port Kembla) Act 1983

Recreation Vehicles Act 1983 (Parts 4 and 6)

Road Transport Act 2013

- Road Rules 2014
- Road Transport (Driver Licensing) Regulation 2017
- Road Transport (General) Regulation 2021
- Road Transport (Vehicle Registration) Regulation 2017

Roads Act 1993 (except parts, the Minister for Lands and Property, the Minister for the 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 2022

Tweed River Entrance Sand Bypassing Act 1995

New and amending Acts (assented to during the 2022–23 financial year)

Point to Point Transport (Taxis and Hire Vehicles) Amendment Act 2022

Port of Newcastle (Extinguishment of Liability) Act 2022

Royal Botanic Gardens and Domain Trust Amendment (Facilitation of Sydney Metro West) Act 2022

Statute Law (Miscellaneous Provisions) Act (No 2) 2022

Transport Administration Amendment (Rail Trails) Act 2022

New and amending Regulations (made during the 2022–23 financial year)

Criminal Procedure Amendment (National Heavy Vehicle Regulator) Regulation 2022

Heavy Vehicle (Adoption of National Law) Amendment (Infringement Notice Penalties) Regulation 2023

Heavy Vehicle (Vehicle Standards) National Amendment Regulation 2023

Motor Vehicles Taxation Amendment (CPI Adjustment) Regulation 2022

Photo Card Amendment (Release of Information) Regulation 2022

Point to Point Transport (Taxis and Hire Vehicles) Amendment Regulation 2022

Point to Point Transport (Taxis and Hire Vehicles) Amendment Regulation 2023

Ports and Maritime Administration Amendment (Management of Dangerous Goods) Regulation 2022

Rail Safety (Adoption of National Law) Amendment (Oral Fluid Analysis) Regulation 2022

Rail Safety (Adoption of National Law) Amendment Regulation 2022

Road Amendment (Electric Scooter Trial) Rule 2022

Road Transport (Driver Licensing) Amendment (Points Disclosure Agreement) Regulation 2023

Road Transport (Driver Licensing) Amendment (Visiting Drivers) Regulation 2022

Road Transport (General) Amendment (Penalty Notice Offences) Regulation 2022

Road Transport (Vehicle Registration) Amendment (CPI Adjustment) Regulation 2022

Road Transport (Vehicle Registration) Amendment (Heavy Vehicle Registration Charges) Regulation 2023

Road Transport (Vehicle Registration) Amendment (Offensive Advertising) Regulation 2022

Road Transport (Vehicle Registration) Amendment (Written-off Vehicles) Regulation 2022

Road Transport Legislation Amendment (Dimension Requirement Offences) Regulation 2022

Road Transport Legislation Amendment (Electric Skateboards and Bicycles) Regulation 2023

Road Transport Legislation Amendment (National Heavy Vehicle Regulator) Regulation 2022

Road Transport Legislation Amendment Regulation (No 2) 2022

Road Transport Legislation Amendment Regulation 2022

Roads Amendment (Evidentiary Certificates) Regulation 2022

Roads Amendment (Neighbourhood Activity) Regulation 2022

Roads Amendment (Toll Relief Rebate) Regulation 2022
Transport Administration (General) Amendment (State Tax Exemption) Regulation 2023

Transport Administration (Staff) Regulation 2022

Transport Legislation Amendment (Penalties, Fees and Charges) Regulation 2022

Significant judicial decisions affecting the agency or users of its services

Ooh!Media Limited v Willoughby City Council & Anor [2022] NSWLEC 1332

Ooh!Media owned a large illuminated static advertising roof sign at the intersection of Pacific Hwy, Boundary St and Corona Ave in Roseville. Development consent for the sign had been granted in 1986. In 2021, Ooh!Media made an application to Willoughby City Council (the consent authority) to modify the consent to enable conversion of the sign to a digital advertising sign. This would allow the content of the sign to change every 10 seconds.

Pacific Hwy and Boundary St are “classified roads” within the meaning of the *Roads Act 1993*, and the modification application was therefore required to be referred to Transport for NSW for concurrence under the State Environmental Planning Policy (Industry and Employment) 2021. Transport for NSW did not provide concurrence, on the basis that the modified sign would reduce road safety. Ooh!Media appealed to the Land and Environment Court seeking approval of the modification application. Transport for NSW exercised its right to appear in the proceedings in addition to the Council.

Section 4.55(2)(a) of the *Environmental Planning and Assessment Act 1979* provides that a consent authority can only modify a development consent if it is satisfied that the development to which the consent, as modified, relates is substantially the same development as that for which consent was originally granted. The Court is subject to the same requirement in deciding an appeal.

In dismissing the appeal, the Court held (at [17]) that the application did “not involve the modification of the existing vinyl sign but, instead, its replacement with a new and essentially different type of sign”. In the Court’s view, the modification would involve a “radical transformation” of the existing sign, such that the modified sign would not be of “essentially or materially ... the same essence” as the existing sign. In practice, this means that an application to change a static advertising sign to a digital advertising sign will require a new development application, rather than a modification application, and will involve a more rigorous assessment of the application.

Even if the Court had been satisfied that the sign as modified would be substantially the same as the existing sign, it would have refused the application on the grounds of road safety. The Court observed (at [59]–[60]) that a change in the advertisement displayed every 10 seconds “would unacceptably increase the potential for driver distraction and consequently the risk of collisions”.

Chandler v Transport for NSW [2023] NSWCA 6

In this matter before the Court of Appeal, Mr Ian Chandler challenged a decision of a District Court Judge to dismiss an appeal against his conviction in the Local Court for two offences of using a mobile phone while driving.

On 2 March 2022, the District Court (Pickering SC DCJ) dismissed an appeal of Mr Chandler against a conviction in the Local Court for two breaches of Rule 300 of the Road Rules 2014 (NSW) in the Local Court, being that he was detected using a mobile phone while driving.

The detection was made using a camera system established under section 134 of the *Road Transport Act 2013* as an ‘approved traffic enforcement device’. The device took photographs of Mr Chandler using a mobile phone while in the act of driving a motor vehicle. Mr Chandler contended that it was not open to the court to find on either occasion, beyond reasonable doubt, that the object in his hand shown in the photographs taken by the device was a mobile phone. Both the Local Court and the District Court (on appeal), found that the object in the photograph “... looks exactly like a mobile phone. It is held like a phone, appears to be a phone...” [at 13].

Mr Chandler sought judicial review of the decision of the District Court to dismiss the appeal, asserting that jurisdictional error had occurred. Mr Chandler contended that the error was that reliance on the photographs alone without further evidence was impermissible, and secondly, that the Court had reversed the onus of proof in doing so.

By unanimous decision dated 10 February 2023, Ward P and Beech-Jones and Mitchelmore JJA dismissed Mr Chandler’s appeal. On the issue of reliance on the photograph, the Court found that the photographs alone were a sufficient evidentiary basis for a finding to be made that the object in the hand was a mobile phone, and determination of that issue was a question of fact that was within the jurisdiction of the lower court to make.

On the issue of the reversal of the onus of proof, the Court also disagreed, noting that the lower court had specifically set out that the burden of proof was on the prosecution to prove the case, and that the prosecution had discharged that burden. Submissions by the defendant as to other objects that the photograph might have shown (such as a mobile phone case rather than a mobile phone) and the rejection by the Court of those possibilities, did not constitute a reversal of the onus of proof.

Budget

Transport for NSW actively manages the Transport portfolio's budget to make NSW a better place to live, work and visit and deliver on the state's priorities. These strategic priorities, our Outcomes, are Connecting our customers' whole lives, Successful places for communities, Transport systems and solutions enabling economic activity, and Thriving people doing meaningful work.

The impact of the 5 April 2023 NSW Government's Machinery of Government changes to the Transport portfolio was the separation of Infrastructure NSW, the Greater Cities Commission, Place Management NSW, Parklands Trusts and sections of the Cities and Active Transport Division.

In the 2022-23 financial year, the Transport portfolio delivered its largest ever capital works program, spending \$17.0 billion on road, maritime, public transport and freight infrastructure across NSW. The Transport portfolio was also within five per cent of budget for its highest ever recurrent spend of \$17.8 billion.

The 2022-23 financial results have been achieved through Transport-wide strategic planning and governance processes. These have aligned the Transport portfolio outcomes, with agile financial management within defined frameworks. We continue to implement ongoing efficiency measures while ensuring the effective, efficient and safe delivery of transport services to customers and communities in NSW.

Risk management and insurance activities

Transport for NSW'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 (TPP20-08) 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 and performance process, with risks proactively identified and mitigated. Transport's Executive and Audit and Risk Committee regularly monitors enterprise and emerging risks.

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.

Internal audit and risk management policy attestation

Transport for NSW



Claire Curtin
Director Financial Management Policy
NSW Treasury
GPO Box 5469
Sydney NSW 2001

OTS23/03976

Re - TPP20-08 Internal Audit and Risk Management for the NSW Public Sector – Transport for NSW Attestation Statement for 2022-23

Dear Ms Curtin,

Please find attached the Transport for NSW Internal Audit and Risk Management Attestation Statement for the 2022-23 financial year in accordance with NSW Treasury's Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08).

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 seven (7) core requirements.

If you have any further questions, Rowena Tam, Acting Executive Director Internal Audit and Fraud & Corruption Prevention, would be pleased to take your call on +61 412 088 380.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Josh Murray".

Josh Murray
Secretary

05 September 2023

Transport for NSW



Internal Audit and Risk Management Attestation Statement for the 2022-23 Financial Year for Transport for NSW

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

Core Requirements

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

Shared Arrangements

I, Josh Murray, advise that TfNSW has entered into an approved shared arrangement with the following department/agencies:

- Department of Transport
- Sydney Ferries
- Transport Service of NSW
- Sydney Trains, and
- NSW Trains.

The resources shared include the Audit and Risk Committee, the Chief Audit Executive and the Internal Audit function. The shared Audit and Risk Committee is a Principal Department (TfNSW) Led Shared Audit and Risk Committee.

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

Transport for NSW



Membership

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

Title	Name	Term Commenced	Term Finishes
Independent Chair	Carolyn Burlew	27 November 2017	26 November 2022
Independent Chair	Ken Barker	27 November 2022	26 November 2025
Independent Member	Christine Feldmanis	6 September 2017	5 September 2022
Independent Member	Akiko Jackson	6 September 2022	5 September 2025
Independent Member	Lyn Baker	1 May 2020	30 April 2023
Independent Member	Peter Mayers	1 December 2021	30 November 2024
Independent Member	Nicole Grantham	1 December 2021	30 November 2024

Josh Murray

Secretary
Transport for NSW

Date: 05/09/2023

Agency Contact Officer:

Rowena Tam, Acting Executive Director Internal Audit and Fraud & Corruption Prevention (Acting Chief Audit Executive)

NSW Cyber Security Policy attestation statement



Transport
for NSW

Cyber Security Annual Attestation Statement for the 2022-2023 Financial Year for Transport for NSW

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

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

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

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

Transport for NSW's cyber incident response plan undergoes regular updates and is tested annually. Transport for NSW has Information Security Management Systems (ISMS) in place and is committed to maturing cyber security controls.

This attestation covers the following agencies:

- Department of Transport
- Transport for NSW
- State Transit Authority of New South Wales
- Sydney Ferries

A handwritten signature in black ink, appearing to read 'Josh Murray'.

Josh Murray
Secretary

16/08/2023

Privacy Management Plan

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

The Privacy Management Plan:

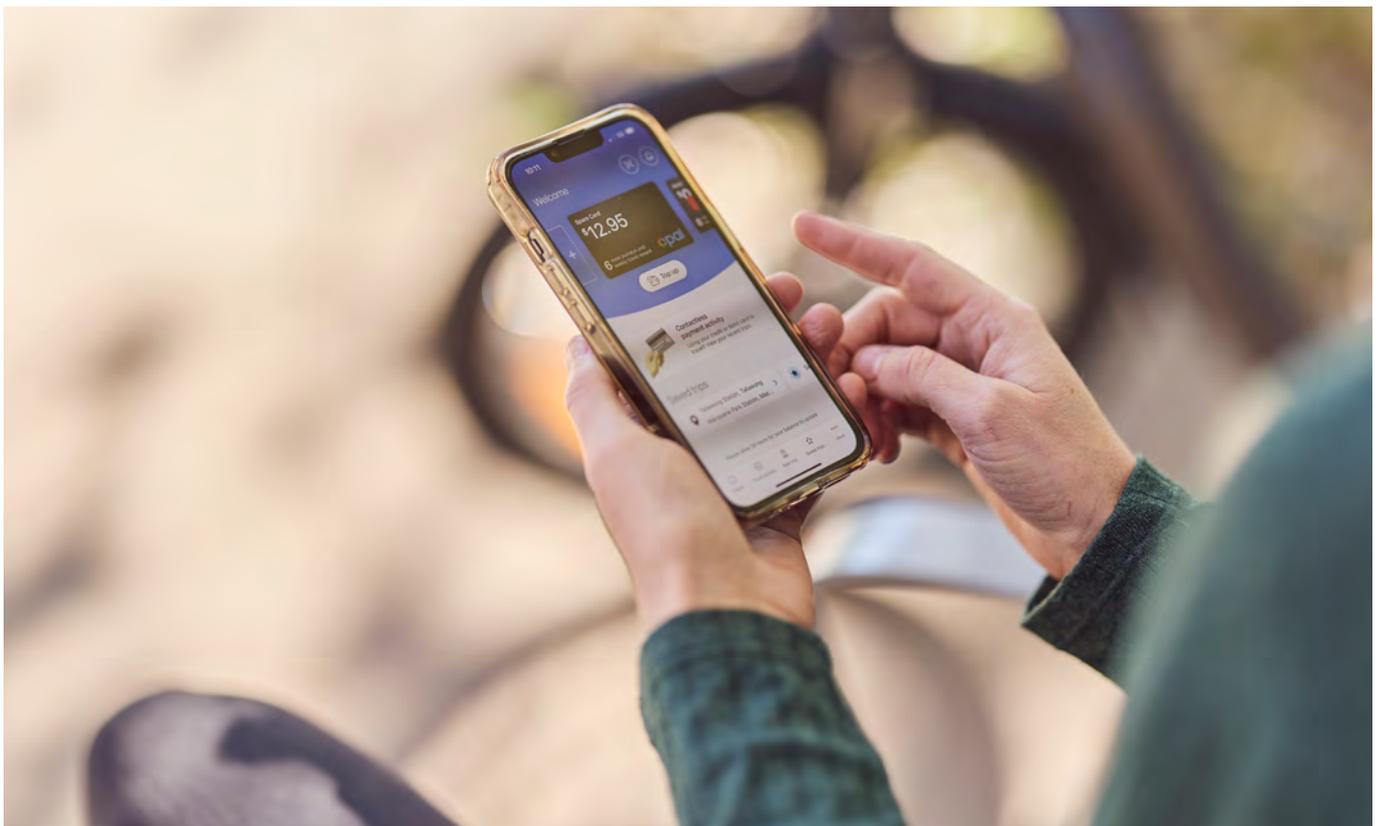
- explains how we uphold and respect the privacy of our customers, staff and others about whom we hold personal information
- communicates privacy policies and practices to members of the public and to staff
- includes information about the development of policies and practices to ensure we comply with the requirements of the PPIP Act and the *Health Records and Information Privacy Act 2002* (HRIP Act)
- explains the rights of internal review under Part 5 of the PPIP Act.

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

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

In 2022–23, we provided advice to a range of Transport divisions and Transport agencies on privacy compliance and best practice. This included legal advice on privacy issues associated with a range of new projects for which we undertook privacy impact assessments.

Transport received 18 applications for internal review under Part 5 of the PPIP Act during this reporting period. A total of 15 applications were finalised in this period, including one matter received in the previous financial year. Of the reviews finalised during this period, a finding that a breach had occurred was made in respect to 10 applications.



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 encourages the proactive public release of government information.

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

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

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

Number of access applications received

During the year, we received 1,484 access applications, including withdrawn applications.

Number of refused applications for Schedule 1 information

In 2022–23, we refused access to information in 23 applications because the requested information was referred to in Schedule 1 of the GIPA Act.

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

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	7	4	4	12	2	3	0	3
Members of Parliament	2	4	0	2	0	3	0	0
Private sector business	298	133	51	44	11	4	0	12
Not-for-profit organisations or community groups	3	1	0	0	0	0	0	1
Members of the public (by legal representative)	62	43	25	47	4	6	0	8

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Members of the public (other)	268	68	52	184	29	25	0	29
Total	640	253	132	289	46	41	0	53

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

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

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications	87	85	5	13	0	2	0	6
Applications (other than personal information applications)	458	222	116	216	43	37	0	44
Applications that are personal information applications and other applications	96	23	11	60	3	2	0	4
Total	641	330	132	289	46	41	0	54

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

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	92
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	92
Invalid applications that subsequently became valid applications	52

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
Overriding secrecy laws	0
Cabinet information	12
Executive Council information	1
Contempt	0
Legal professional privilege	5
Excluded information	1
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care code of conduct	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Schedule 1 (5A)	0
Information provided to the High-Risk Offenders Assessment Committee	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

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

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	27
Law enforcement and security	8
Individual rights, judicial processes and natural justice	337
Business interests of agencies and other persons	31
Environment, culture, economy and general matters	4
Secrecy provisions	242
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)	1,393
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	3
Total	1,388

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

	Decisions varied	Decisions upheld	Total
Internal review	3	5	8
Review by Information Commissioner	5	10	15
Internal review following recommendation under section 93 of Act	1	1	2
Review by NSW Civil and Administrative Tribunal (NCAT)	0	4	4
Total	9	20	29

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

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	32
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	9

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	156
Applicant-initiated transfer	432

Public interest disclosures

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 and Procedure (during the year replaced by the Transport Public Interest Disclosures Procedure), internal reporting hotlines, Nominated Disclosure Officer details and the Code of Conduct are located on Transport's intranet. This includes information on the significance and purpose of the PID Act.

Transport's Statement of Business Ethics is also published on the intranet and the public-facing Transport for NSW website and contains information on how Transport's commercial partners and suppliers can report wrongdoing in accordance with the PID Act.

Transport provides training and materials for staff and maintains e-learning modules (accessible to all staff) which address public interest disclosures and misconduct reporting.

Table 21: Public interest disclosures for Transport for NSW 2022–23

Information requested	Number
Number of public officials who have made public interest disclosures to Transport for NSW	56
Public interest disclosures made by public officials in performing their day-to-day functions	4
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures	56
Number of public interest disclosures received by category:	
Corrupt conduct	54
Maladministration	2
Serious and substantial waste of public money or local government money	4
Government information contraventions	0
Local government pecuniary interest contraventions	0
Number of public interest disclosures received	60
Number of public interest disclosures finalised	43

05

Sustainability





Image: Two people walking together in the park

Modern Slavery Act reporting

Organisational commitment

Modern slavery has no place in Transport for NSW's delivery of safe, sustainable, and integrated passenger and freight journeys. At Transport for NSW, consideration of rights and treatment of people in our supply chains is a critical element of how we operate.

We recognise our opportunity and responsibility to protect the rights of individuals within our organisation and to work with our supply partners to identify, mitigate and remediate any potential existence of modern-day slavery that exists in our supply chain today. We are committed to supporting and empowering every individual in the Transport for NSW ecosystem to play their part in combating one of the world's largest and most complex human rights issues.

Governance and oversight

Transport for NSW acknowledges that modern slavery risk is not stagnant. There is a need to continuously monitor and manage our exposure by enhancing our governance of modern slavery within the organisation. We continue to work in partnership with the Anti-Slavery Commissioner's office as well as participate actively in whole-of-government initiatives such as the Modern Slavery Risk Services pilot to build a unified approach to tackling the serious issue of modern slavery risk in government supply chains. With our extensive and complex supply chains, Transport for NSW plays an important role in setting the standards for strong governance and due diligence processes across government.

The following governance forums oversee our ongoing management of modern slavery risks:

- The Transport Procurement Board consists of executive representation from each of the divisions across Transport for NSW. It convenes each month to discuss relevant matters including procurement risks such as modern slavery. The Board is chaired by the Deputy Secretary, Corporate Services.
- The Procurement Risk Oversight Committee (P.ROC), chaired by our Chief Procurement Officer – Goods and Services, is an extended procurement leadership forum which monitors and discusses audit, assurance, risk and compliance. The P.ROC is responsible for the governance

of our Procurement Risk Register, with any strategic procurement risks related to procurement of goods and services escalated to the Transport Procurement Board.

- The Modern Slavery Working Group is comprised of representatives from each division of Transport for NSW (see pages 18–19 for our organisational structure), nominated by the respective Executive on the Transport Procurement Board. The Modern Slavery Working Group drives the commitments made under our Modern Slavery Statement.

Procurement at Transport for NSW

Our procurement activities are aligned to the NSW Procurement Policy Framework and are governed by our NSW procurement goods and services and construction accreditation.

- Transport for NSW Goods and Services Procurement Standard governs all goods and services procurement activities across Transport for NSW.
- Transport for NSW Roads and Maritime Infrastructure and Transport for NSW Infrastructure and Place accredited construction procurement frameworks govern infrastructure-related procurement activities across Transport for NSW.

In 2022–23, total addressable spend by the Transport portfolio was \$15.4 billion across over 3,500 suppliers. The highest proportion of this spend was related to Infrastructure Works – Rail (approximately 31 per cent of spend) and Infrastructure Works – Road (approximately 18 per cent of spend).

Transport for NSW's risk profile

We recognise the challenge in identifying modern slavery risk particularly across our complex and diverse supply chain. While most of our goods and services are sourced from Australian-based businesses, Transport for NSW acknowledges that links to modern slavery may exist in the production or transportation of these goods or services or their inputs, particularly in lower tiers of our supply chain where we have less oversight. We are committed to partnering with our suppliers to continuously improve our country-of-origin data and better understand our risks of modern slavery.

To develop an initial understanding of the modern slavery risks and vulnerability of our supply chain, we combined data from various global sources and a literature review approach to identify where social and modern slavery risk is present in our supply chain.

Our analysis considered:

- the proportion of unskilled labour
- the Social Hotspots Database, which combines risk scores for labour rights and decent work, health and safety, human rights, governance and community infrastructure
- the Global Slavery Index, which measures the prevalence of modern slavery, assessment of vulnerability and governance responses
- children’s rights indexes
- a literature review for any cited instances of modern slavery issues.

Our high-risk categories

Our assessment found that our areas of highest modern slavery risk today are within construction works, machinery and equipment and some corporate services.

High-risk categories	Construction works	<ul style="list-style-type: none"> • Asphalt • Concrete • Metals • Textiles • Construction labour
	Machinery and equipment	<ul style="list-style-type: none"> • General machinery and equipment • Motor vehicles and vehicle parts • Electronics and electronic components • Fuel • Furniture
	Other corporate services	<ul style="list-style-type: none"> • Cleaning services • Security services • Accommodation and catering services • Textiles

Steps taken to mitigate risks

Modern Slavery Risk Assessment: Transport for NSW has undertaken an assessment of its spend and supply chain to identify categories and industries with a high inherent risk of modern slavery.

As part of the assessment, staff responsible for procurement within our organisation were invited to participate in workshops to measure awareness of modern slavery risks and discuss existing controls.

The workshops also included engagement and consultation with a sample of suppliers from high-risk categories to promote awareness and collaboration.

Uplift of our Transport procurement framework:

In 2022, following extensive consultation across all Transport agencies and divisions, we developed a harmonised Transport Goods and Services Procurement Policy Framework. This effectively consolidated various procurement frameworks across the Transport portfolio to ensure a consistent approach to due diligence and risk management practices.

The Transport for NSW Roads and Maritime Infrastructure and Transport for NSW Infrastructure and Place accredited construction procurement frameworks, which support our procurement of infrastructure-related services, also include guidance related to our modern slavery obligations.

Risk Navigation Tool – Goods and Services: Transport for NSW has implemented the Risk Navigation Tool (RNT) to support buyers to plan and assess the inherent risk of their goods and services procurement. The RNT covers 11 key supplier risks, including modern slavery risk. The risks have been prioritised based on our business operations, compliance obligations and buying categories.

The RNT provides guidance to buyers around categories, industries and materials subject to an inherent risk of modern slavery. Where a buyer identifies their procurement as having a high inherent risk of modern slavery, additional due diligence and controls are required through the procurement lifecycle.

Supplier Assessment Questionnaire – Goods and Services:

The Modern Slavery Supplier Self-Assessment Questionnaire (MSSAQ) has been developed based on the Australian Government’s Modern Slavery toolkit. Procurement activities with a high inherent risk of modern slavery will require suppliers to complete the MSSAQ. The MSSAQ helps us evaluate and embed stronger modern slavery controls within our suppliers’ environment.

Whole of government: Transport for NSW actively participates in several whole of government cross-functional working groups committed to developing a consistent approach to addressing modern slavery.

In 2022–23, we participated in a NSW Treasury-led Risk Services Pilot, which sought to establish a whole-of-government modern slavery risk management services panel. The panel will significantly improve NSW Government agency access to digital capability to accelerate progress against our modern slavery roadmap.

Anti-Slavery Commissioner Working Group: Transport for NSW is a member of the Working Party on Modern Slavery in Public Procurement, led by the NSW Anti-Slavery Commissioner. This allows us to actively engage with the NSW Anti-Slavery Commissioner on the following:

- The development of the 'Shared Implementation Framework', which provides guidance, materials, tools, and arrangements on 'reasonable steps' to address modern slavery.
- Share feedback on any Discussion Papers released by the Anti-Slavery Commissioner.
- Participate in Awareness and Training on key modern slavery issues.

Grievance and remediation

Transport for NSW is committed to ensuring that we act in the best interests of any suspected victims of modern slavery and provide or enable remedy that prevents further harm. We have implemented the following steps towards improving grievance and remediation mechanisms:

- Established a reporting mechanism called 'Speak Up' which provides access to our staff and our suppliers' direct and indirect staff to report on issues related to modern slavery.
- Updated our Master Goods and Services Agreement template to include requirements for reporting modern slavery concerns to Transport for NSW representatives.
- Established audit rights within contracts that allow us to audit our suppliers.
- Assessed our grievance and remediation mechanisms to identify gaps and opportunities for future improvement.

Further details around our roadmap to address gaps in our grievance and remediation mechanisms are detailed in the *Modern Slavery Roadmap* section below.

Speak Up

We recognise that providing victims of modern slavery with mechanisms to safely report grievances and access to appropriate remedies is an important part of our modern slavery framework. For our employees, contractors and those we do business with, Transport for NSW has established the Speak Up reporting platform to raise any concerns of suspected or actual issues, wrongdoing or illegal conduct. The Speak Up hotline is independently managed by our external partner Core Integrity, and allows any complaints to be made anonymously either via the Speak Up hotline 1800 814 813 or via Core Integrity's secure online platform.

Our Modern Slavery Roadmap

Transport for NSW has reviewed the effectiveness of our existing modern slavery framework and has developed a 2023–24 Modern Slavery Roadmap.

The purpose of the review was to compare our existing processes against best practice to ensure we can effectively influence meaningful outcomes to victims impacted by modern slavery in our supply chain. Actions completed under the review include:

- A Modern Slavery Risk Assessment to identify areas of high modern slavery risk in the Transport portfolio's spend breakdown.
- Stakeholder interviews across 10 key cross-functional groups within our modern slavery management value chain to capture current state.
- A review of 14 Transport Policies and Procedures related to modern slavery to help identify gaps and opportunities to standardise our approach.
- A review of our Speak Up grievance mechanisms to identify its effectiveness in facilitating modern slavery reporting.

The review identified several recommendations that will form part of our 2023–24 Modern Slavery Roadmap, including the following key areas:

- Continued participation in cross-agency working groups, especially with the NSW Anti-Slavery Commissioner, to ensure the development of a whole-of-NSW government approach to modern slavery.
- Prioritising and aligning our roadmap with the Anti-Slavery Commissioner's proposed Shared Implementation Framework.

- Developing more consistent and prescriptive language across our policies and procedures around our commitment to reducing modern slavery practices.
- Improving definitions around accountability and responsibility across our modern slavery management value chain.
- Partnering with suppliers in our high and very-high modern slavery risk categories to ensure a collaborative approach to managing modern slavery.
- Improving reporting and governance of modern slavery issues across our leadership group.
- Streamlining existing modern slavery controls across our end-to-end supplier lifecycle to improve effectiveness.
- Improving awareness of our Speak Up grievance reporting mechanisms to improve its reach across its intended audience, including victims of modern slavery.

Assessing effectiveness

The P.ROC and Transport Procurement Board will regularly review the effectiveness of our approach by monitoring the RNT and Supplier Assessment Questionnaire, as well as the number of concerns raised in the financial year via Speak Up or other mechanisms related to modern slavery.

Issues raised by the Anti-slavery Commissioner

There were no issues (significant or other) raised by the Anti-Slavery Commissioner during 2022-23.

Our sustainability-related performance

GHG emissions

At Transport we are taking action to reduce our operational greenhouse gas (GHG) emissions in line with our targets. We are continuing to support emission reductions in our value chain, our Scope 3 emissions, by working with contractors and suppliers to increase the use of recycled and low embodied carbon materials (see *Sustainable Procurement in Infrastructure Program* section, page 95, for examples).

Building on the NSW Government’s target of net zero emissions by 2050, Transport has an additional target of net zero emissions from our operations and fleet by 2035. In this reporting period, we have continued to make significant steps towards our goal through tangible actions.

Our inventory of Scope 1 and Scope 2 GHG emissions, taking the 2019 financial year as the base year, is updated annually. We are also currently developing a first estimate of Scope 3 emissions.

Transport for NSW has reduced its operational emissions by approximately 50 per cent due to the Sydney Trains and NSW TrainLink electrified network using zero emissions electricity since July 2021.

Sydney Trains and NSW TrainLink achieved the target of zero emissions electricity four years ahead of schedule and have long-term agreements in place to maintain this commitment until at least December 2030.

Sydney Metro is offsetting GHG emissions from 100 per cent of its operational electricity. The purchase of approximately 134,000 megawatt hours (MWh) a year from the Beryl Solar Farm near Gulgong NSW will offset emissions from Metro Northwest.

As well as achieving significant reductions in our operational GHG emissions, Transport is actively working with industry and our delivery partners to reduce the emissions associated with our project delivery activities. This includes initiatives to reduce the embodied carbon in the materials used, in particular concrete, steel and aggregates.

Table 22: Transport for NSW emissions from operations (by mode)

	Light Rail	Buses (Greater Sydney)	Buses (Regional)	Ferries	Metro	Sydney Trains	NSW TrainLink	Roads	Maritime	TfNSW Corporate
FY21	1%	23%	11%	3%	0%	40%	17%	4%	0%	1%
FY22	3%	44%	25%	6%	0%	1%	9%	8%	0%	3%

Zero emissions buses

Transport for NSW is implementing a Zero Emission Buses Transition Plan to shift its entire fleet of buses to zero emission buses powered by renewable energy. The current plan will fully transition buses in Greater Sydney to zero emissions technology by 2035, followed by outer metropolitan regions in 2040, and regional NSW in 2047.

The first transition stage for the Greater Sydney region has commenced with funding for 1,200 zero emission buses, the conversion of 11 depots to electric operations and construction of a new purpose built 'electric' depot at Macquarie Park. Over 100 electric buses currently operate across the Greater Sydney bus fleet and an additional 105 zero emission buses have been ordered.

Solar

Transport has approximately 4.9MW of behind-the-meter solar installed across the portfolio with another 1.6MW of solar either under construction or in the planning pipeline. Locations with solar PV include some stations, carparks, maintenance buildings, office buildings and warehouses.

Sustainable Procurement in Infrastructure Program

At the beginning of 2022, Transport for NSW commenced the Sustainable Procurement in Infrastructure Program (SPII), a program designed to address some of the challenges of infrastructure decarbonisation and circular economy through co-creation with industry.

SPII builds on the work set out in the Transport Sustainability Plan 2021 and aligns with the NSW Government Net Zero Plan, Future Transport, NSW Government Waste and Sustainable Materials Strategy 2041, and the NSW State Infrastructure Strategy.

Over the past 12 months, Transport has worked with over 370 representatives from 135 organisations to produce Sustainable Procurement in Infrastructure Industry Report.

Key identified circular economy initiatives include:

- Using recycled materials or materials that contain industrial byproducts in our construction and maintenance activities such as coal wash, coal ash, crumb rubber, slag, amorphous silica, recycled crushed glass and reclaimed asphalt pavement.
- Using materials that are recyclable or biodegradable in construction such as biodegradable erosion and sediment controls.
- Using technologies or processes that reduce the amount of material required and waste produced. For example, the Nowra Bridge Project used reusable thermal curing blankets to maintain the optimum conditions for concrete curing in place of hessian and plastics, which would typically require up to two skip bins per segment. This initiative also resulted in cost, time and energy savings.
- Diverting waste from landfill. Transport is diverting over 90 per cent of our operations and maintenance waste away from landfill, exceeding the NSW Government's targeted recycling rate of 80 per cent. We plan to replicate these outcomes across our construction activities, which involves the management of millions of tonnes of excavated spoil, building materials and waste.

Protecting our biodiversity

At Transport we place a high priority on working with stakeholders and delivery partners to minimise the impacts of projects on the environment and contribute positively to our communities.

Transport for NSW has made a substantial commitment to achieving its sustainability goal of no net loss of biodiversity within our infrastructure development program through the adoption of the Transport Biodiversity Policy. The Policy commenced on 1 August 2022 and except for specified low-risk activities requires Transport to adopt the avoid, mitigate and offset hierarchy during infrastructure development. This means:

- measures to avoid impacts must happen at all stages of infrastructure development from early strategic design through to construction
- mitigation must include the development of connectivity strategies where landscape impacts are anticipated given the serious habitat fragmentation effects that can result from poorly designed infrastructure
- offsetting requirements (in addition to legal requirements set out in the NSW and Commonwealth law) include mandatory tree and hollow replacement for the avoidable loss of both native and amenity trees and habitats.

Environmental risks

Environmental performance data collected throughout 2022–23 has again indicated that our most frequent environmental risk during infrastructure construction and maintenance is impact to water quality. In response, Transport has prepared new surface-water quality management guidelines for our construction projects. The new guidelines provide a technical basis for establishing site-specific discharge criteria to prevent pollution. We have also developed Groundwater Assessment Guidelines to inform and guide the assessment of the impacts of our projects on groundwater resources.

Detailed planning is also used to identify appropriate environmental controls and assurance activities to ensure that these environmental controls are implemented on the ground.

One example is the planning approval process for the Kamay Ferry Wharves Project at La Perouse and Kurnell. An Environmental Impact Statement (EIS) showed the expected impacts of the construction and operation of the project on the local community and environment, including to threatened ecological communities such as seagrass (*Posidonia*) and seahorses.

To mitigate unavoidable impacts, 'ecological offsetting' has been implemented under both state and Commonwealth legislation. To meet our legislative obligations for the project, Transport has worked with industry experts including the University of NSW to develop a Marine Biodiversity Offset Strategy (MBOS) that outlines how we will manage, mitigate and offset these residual impacts. The key objective of the MBOS is to ensure no net marine biodiversity loss in Botany Bay. Tailored actions have been developed to protect and double the rehabilitation area of *Posidonia* and further enhance and connect habitats in the bay.



Governance

Transport’s approach to sustainability is governed by the Transport Sustainability Plan and Environment and Sustainability Policy, which support our vision to create a NSW where every journey is people and planet positive.

We have also established a Net Zero and Climate Change Executive Steering Committee to provide strategic oversight, monitoring and reporting of net zero and climate adaptation programs.

A Towards Net Zero Emissions Freight Policy is being developed after consultation with industry, agencies and key stakeholders. The Policy focuses on actions that Transport can take to support the road and rail freight industry in reducing emissions and transitioning to low and zero emissions technologies in NSW.

The policy adopts a staged approach to decarbonisation, supporting industry feedback around the need to identify a pathway that recognises the challenging commercial and operating environment of the freight sector, the uncertainty in future technology and the collaborative effort required to transition to a decarbonised freight industry.



Disability Inclusion Action Plan

Transport is a critical enabler of social and economic participation for everyone in NSW. However, people with disability often face multiple barriers when accessing transport infrastructure and services. Equivalent access is crucial in ensuring that everyone can participate in education, employment, recreation and all other aspects of community life.

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

Transport has commenced developing its next Disability Inclusion Action Plan 2023–2027, in alignment with current state and national strategies. In late 2022, Transport for NSW listened to over 600 people with disability via online and face-to-face consultations to discover priorities for the next Disability Inclusion Action Plan. These consultations also engaged with the families and supporters of people with disability, as well as representative organisations and service providers for a wide range of viewpoints.

Key achievements during 2022–23 that have improved accessibility for customers and employees are outlined below.

Liveable communities

- The Transport Access Program is an initiative that delivers accessible, modern, secure and integrated transport infrastructure. During the past 12 months:
 - upgrades to an additional 15 railway stations were completed
 - construction either started or continued at 29 railway stations and two ferry wharves
 - planning commenced or continued for an additional four ferry wharves.
- As at 30 June 2023, Transport has approximately 3,850 buses operating in the Greater Sydney area, with 97 per cent of this fleet being low-floor wheelchair accessible buses. In 2022–23, a further 13 new low-floor replacement buses were approved by Transport for procurement.
- The Bus Signage Rollout Program installed a further 5,611 bus stop signs across NSW. These new signs



for regular route services feature raised braille and tactile elements to assist people who are blind or have low vision in identifying the bus stop. Approximately 94 per cent of the new bus stop signs installed at locations across NSW for regular route services now have braille and tactile signage.

Accessible systems and processes

- Transport has continued to participate in the reforms of the Disability Standards for Accessible Public Transport 2002. The reforms are led by the Australian Government Department of Infrastructure, Transport, Regional Development and Communications. Transport continues to represent the NSW Government advocating for positive changes for customers with disability and ensuring standards are fit for purpose. In addition to this reform process, Transport for NSW submitted a response to the five-year statutory review of the Disability Standards for Accessible Public Transport in 2023.

Accessible customer information technology and research

- Sydney Trains has been developing SpeechMagic, an application that enables customers with hearing impairment to receive equivalent visual information when manual announcements are made by station staff. The visual announcements appear as text on platform screen indicators at stations. The application reached the next stage of development, where it was trialled with customers in May 2023 at Epping Station.

Inclusive customer service and feedback

- Transport continues to maintain a strong relationship with over 20 peak disability and ageing organisations through the Accessible Transport Advisory Committee (ATAC). During 2022–23, five primary meetings were held with ATAC, providing an opportunity for Transport to regularly engage and consult with key stakeholders regarding projects and policy initiatives.
- Transport has engaged customers with disability through ATAC to provide updates and source feedback on several projects, including the Transport Access

Program, Parramatta Light Rail, the development of Transport's new Disability Inclusion Action Plan, the introduction of E-Skateboards as mobility devices and the Taxi Transport Subsidy Scheme.

- In August 2022, representatives from both ATAC and Transport for NSW's Enabled Network were invited to participate in a site visit at Central Station to provide feedback on the Sydney Terminal Building Revitalisation project. This specific consultation gathered comments that related to accessibility and inclusive design opportunities throughout the precinct, including the Grand Concourse, Eddy Plaza and Eddy Avenue.

Disability employment

- Transport's partnership with Specialisterne Australia continues to provide employment opportunities for neurodiverse people. This has resulted in 23 of 24 participants being provided with ongoing employment opportunities since its inception in 2021.
- In the last 12 months Transport has formed partnerships with five Disability Employment Services providers through the Talent Acquisition and Career Transition team to increase opportunities for people with disability to be employed at Transport.
- Transport is part of a sector-wide program to identify and address barriers to employment for people with disability. Transport is currently co-leading one of the eight sector actions to improve the inclusivity of recruitment practices for the public sector, leveraging the work done internally on inclusive recruitment practices.
- To improve awareness and understanding of disability, Transport promotes the completion of the NSW Public Service Commission's Disability Awareness Training. In 2022–23, 1,396 Transport staff completed this training.



Transport's Reconciliation Action Plan 2022–2025

At Transport, we are deeply committed to reconciliation as we work towards a more equal and respectful future for Aboriginal and Torres Strait Islander peoples and communities.

Over the last three years, we have utilised our 'Innovate' Reconciliation Action Plan (RAP) as a platform for learning from and engaging with community. Our key focus for Transport's 'Stretch' RAP 2022–2025 is to achieve greater alignment across Transport and across Government, and ensure this is reflected in our work with community.

Our Stretch RAP builds on the progress we have made to date by further embedding our RAP focus areas to become business as usual and moving our focus to long-term strategies that support Government commitments and continuous improvements for increasing Aboriginal and Torres Strait Islander employment, procurement and community engagement opportunities.

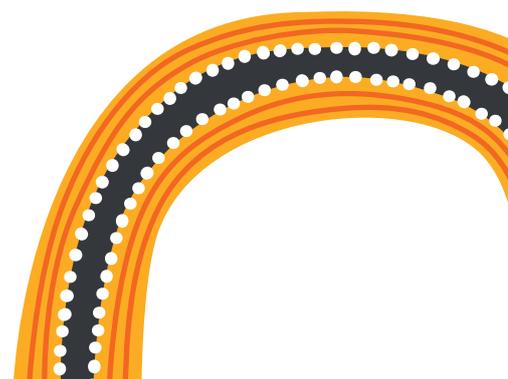
Key priorities for Transport's Stretch RAP 2022–2025 include:

- meaningful and collaborative community engagement in planning and designing Transport's infrastructure that values connecting to country and the unique lived experiences of Aboriginal people
- influencing community economic development by implementing the NSW Government Procurement Policy through Transport's Aboriginal Participation Strategy
- implementing and embedding Transport's Aboriginal Cultural Learning Framework to enhance cultural safety, cultural awareness and learning outcomes, including truth telling
- increased Aboriginal recruitment and retention of Aboriginal employees through our Aboriginal Employment Strategy.

We have committed to ensuring transparency on our progress through our external Future Transport website, which shares information about our commitments, our progress and our recent case studies.

Key achievements for 2022–23 include:

- the launch of the Stretch RAP in early 2023 through a series of eight roadshows across NSW to connect with our employees and the communities in which we operate
- the establishment of a new governance model in February 2023 with a Reconciliation Steering Committee chaired by our Chief People Officer, to drive accountability and responsibility to implement our reconciliation commitments at both the enterprise and divisional level
- the development by each of Transport's divisions of divisional implementation plans for the Stretch RAP, which were endorsed by the Reconciliation Steering Committee. These plans are managed at the divisional level and progress is reported at the enterprise level each quarter
- annual events including National Reconciliation Week and NAIDOC Week were acknowledged and celebrated across the organisation.



Work health and safety performance

Statement setting out work health and safety performance

A range of harm prevention initiatives are driving improvements in health and safety performance. Work is under way to continuously improve work health and safety practices across Transport:

- Transport's Health and Safety Executive Subcommittee has been established, driving due diligence outcomes and knowledge sharing, with quarterly review of health and safety performance, divisional risk profiles and critical controls. Divisional health and safety working groups sit under the overarching committee and are led by operational leaders who are responsible for driving health and safety continuous improvement.
- Continuous improvements have been made to the integrity and timeliness of safety data being reported and consolidated across all of Transport following the establishment of organisation-wide reporting standards and definitions. A significant amount of work has also been undertaken to improve reporting, with industry partner input, to identify trends and controls.
- A data and analytics project is currently under way, aiming to bring health and safety information datasets together in a more cohesive and timely manner, allowing for more granular reporting and enhanced data interrogation.
- Transport for NSW continues to work with stakeholders to improve incident escalation reporting timelines to Transport for NSW with respect to their commercial agreements. A broader communication campaign is being developed to target divisions, operating agencies and third parties so that requirements are clear.

Significant incidents

A total of 132 significant incidents were reported in the 2022–23 financial year, an average of 11 each month. This is a 29 per cent increase on the 2021–22 total of 102, and is primarily driven by Sydney Trains (37 incidents this year up from 16 last year), NSW TrainLink (15 up from 11) and Sydney Metro (11 up from nine). Self-harm fatal incidents (20 this year, 11 last year) and slips, trips and falls (17 this year, three last year) were the main incident types that have shown an increase this financial year.

Of the significant incidents reported for 2022–23, 38 per cent involved community members, an equal proportion of 38 per cent involved contractors, 12 per cent involved customers and 12 per cent involved employees. Of all involved parties, 59 per cent required hospitalisation, while 27 per cent resulted in a fatality (community member's self-harm: 20 fatalities; community members struck by vehicle/plant: seven; customer and community members – collision: two; customer fatal slips, trips and falls: two; community members – assault or violent act: one; community members caught in, under or between: one; contractors working at height: one; other contractors: one; and person and train interface: one).

Workforce injuries and fatalities

The number of Transport for NSW employee recordable injuries for the financial year shows a reduction of two per cent compared to the same time last year.

There was one contractor fatality reported for Sydney Metro in this financial year.

Prosecutions

There were nil prosecutions in 2022–23 for health and safety breaches.

Table 23: Work health and safety performance

Performance indicator	2022–23
Number of significant incidents in NSW (Transport portfolio wide)	132
Lost time injury due to workplace-related injuries or illness	847

Table 24: Work health and safety measures and targets

Measures	2033 Targets ¹	2032–33 Targets		2022–23 Actual	
		Total No.	Rate	Total No.	Rate
Incidence of work-related injury or illness among workers ²	<3.5%	1,087	35.00 per 1,000 workers	1,349	42.19 per 1,000 workers
			3.5%		4.22% ⁵ per year
Frequency rate of claims resulting in permanent impairment ³	15% ↓	11	0.22	4	0.07
Frequency rate of serious claims resulting in one or more weeks off work ⁴	20% ↓	386	7.39	521	8.98
Worker fatalities caused by traumatic injuries	30% ↓	0	0	0	0.00
Cases of accelerated silicosis (data from iCare)	0	0	0.00	0	0.00
Work-related respiratory disease (data from iCare)	20% ↓	0	0.00	0	0.00

¹ Transport for NSW targets for 2033 based on Australian Work Health and Safety (WHS) Strategy 2023–2033

² Includes Critical Incident Leave (CIL) Injuries and COVID-19

³ Permanent impairment is a claim that has resulted in a permanent impairment and a lump sum cost is paid out

⁴ Serious claims means when a worker has taken one or more weeks off work as the result of an injury or illness

⁵ To achieve the incidence rate of 3.5% in 10 years would equate to a reduction of 13.4 injuries per year. This reduction is calculated from the baseline incidence of work-related injury, which is the average rate over three years FY20–22. The baseline is 1,221 injuries.

Enforceable undertaking

In June 2018 a council worker was tragically killed at a roadwork site on the Kamilaroi Highway. Transport takes its safety responsibilities seriously and subsequently entered the largest enforceable undertaking in NSW history to address the alleged contraventions of the *Work Health and Safety Act 2011*. The first two years of the three-year program have been successfully completed. The third year will focus on embedding lessons learned throughout the program.

The program addresses safety for workers, industry and the community through the following projects:

- Safety Leadership Summits – 10 educational and collaborative safety summits have been delivered to regional council executives, officers and senior management.
- Training packages – a ‘safe working near traffic and mobile plant (SWNTMP) awareness course’ and 12 ‘SWNTMP facilitator’ courses for council nominated employees have been delivered.
- Community awareness media campaign – the ‘Slow Down Road Workers Around’ campaign has been delivered across NSW, raising awareness of the high risk to workers at temporary work zones and the responsibility on all drivers to take care and remain vigilant for the safety of people working in these temporary work zones.

The full undertaking and general information about enforceable undertakings is available at safework.nsw.gov.au.

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 2022–23, further progress was made towards achieving Transport for NSW’s diversity targets.

To drive better diversity outcomes, our People Strategy focuses on creating an inclusive and respectful workplace to attract, retain and develop a diverse workforce. We continued to implement initiatives to continually improve the integrity of employee diversity data and understand our workforce, such as system enhancements for employees to easily self-identify and update their diversity data.



Table 25: Representation of workforce diversity groups within Transport for NSW

Workforce diversity group	Benchmark (by 2025)	2021	2022	2023
Women	50.0%	40.4%	43.2%	42.6%
Women in leadership	40.0%	37.6%	39.7%	41.2%
Aboriginal and Torres Strait Islander people	3.3%	2.7%	2.6%	4.0%
People whose first language spoken as a child was not English	23.2%	6.1%	8.7%	7.9%
Employees with disability	5.6%	2.0%	2.1%	2.8%
Employees with disability requiring work-related adjustment	N/A	0.1%	0.1%	0.1%
Employee engagement survey result ¹	Year-on-year increase	67%	66%	-

¹ The People Matter Employee Survey is undertaken between August and September; employee engagement survey results for 2023 do not become available until after the Annual Report's publication.

Note 1: Transport has committed to achieving 40% representation by women by 2025, taking into account the traditional male-dominated work delivered by Transport.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2019–25 goes beyond employment targets and includes a focus on growing Aboriginal cultural competency for all employees across the sector. The Aboriginal Employment Strategy is designed to take the sector to the next stage by growing and developing public sector career paths for Aboriginal employees. The NSW government sector is committed to meeting the Premier's Priority by enabling Aboriginal employees to:

- fill at least 114 NSW public sector senior leadership roles
- represent 3 per cent of all staff in non-executive (award) classes.

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

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

06

Appendices





Image: Sydney trains staff at Central station

Appendix 1: Customer complaints and feedback

Customer complaints received in 2022–23

At Transport, we place the customer at the centre of everything we do. We value what our customers have to say, and work to resolve any complaints promptly and respond to feedback in a fair, unbiased and efficient way. We are committed to using the insights generated from our complaints and feedback to guide decision making, and improve the products and services we offer.

We aim to resolve most complaints within five business days. In instances where we need to conduct an investigation, it may take up to 20 business days to respond. Should this be necessary, we keep our customers informed.

We act in accordance with the NSW Ombudsman's guidelines, 'Managing unreasonable conduct by a complainant'. This may mean we would terminate a phone call and/or restrict how customers can contact us, if necessary.

Our complaints handling process is guided by the NSW Government's Customer Commitments and at Transport, we are committed to:

- Being easy to engage
- Acting with empathy
- Respecting your time
- Explaining what to expect
- Resolving your complaints
- Engaging with the community.

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

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

In 2022–23, Transport for NSW received 34,838 customer complaints, an increase from the 30,909 received in 2021–22, as shown below.

Table 26: Customer complaints

	2021–22	2022–23
Customer complaints*	30,909	34,838

*Based on data for Transport for NSW, NSW Trains, Sydney Trains, Roads and Waterways, Centre for Road Safety, State Transit Authority and the Sydney Coordination Office. Excludes Ministerial correspondence.

Complaints were received through a variety of channels:

Table 27: Customer complaints by channel

	2021–22	2022–23
Online	23,094	27,241
Apps (Feedback2Go and Opal Travel)	1,579	2,013
Phone	5,006	3,876
Letter, direct email and social media	1,230	1,708

In addition, Transport for NSW received 2,899 compliments and 33,786 suggestions in 2022–23 compared with 1,954 compliments and 27,666 suggestions in the previous financial year.

Table 28: Nature of complaints received in 2022–23

Nature of top 10 complaints	2022–23
Timeliness	6,561
Information	5,595
Ticketing	4,892
Safety and security	3,780
Staff and customer service	2,640
Timetables	2,466
Accessibility and convenience	1,632
Comfort	1,544
Road quality and design	1,331
Cleanliness	1,216

Appendix 2: Multicultural policies and services

The Transport for NSW Multicultural Plan 2021–2023 sets out strategies and actions for Transport to meet the outcomes determined by the Multicultural Policies and Services Program framework. These strategies and actions are in two separate categories: Customers and Staff. This ensures that we are not only addressing the transport needs of our multicultural customers across the network but also supporting the diversity of our staff.

The following highlights demonstrate the progress that Transport has made under its Multicultural Plan 2021–2023 over the past 12 months in supporting our culturally and linguistically diverse communities.

Customers – Understanding the transport needs of culturally and linguistically diverse residents and visitors

- The latest version of the Road User Handbook was released online in eight community languages, three of which were new translations. The Road User Handbook covers the main road rules needed to drive legally and safely on NSW roads. The Handbook is available in Arabic, Simplified Chinese, Traditional Chinese, Korean, Farsi, Spanish, Thai and Vietnamese. The updated translations – Farsi, Thai and Simplified Chinese – were selected to match spoken language and migration trends. Since its launch in late 2022, the Road User Handbook webpage has been viewed more than 90,000 times and the most popular community language downloads have been Simplified Chinese, Arabic and Vietnamese.
- Transport’s Open Data resource continues to provide a dataset for developers that contains the translation of every station and wharf name across the network in 12 languages. The languages featured in this dataset are Arabic, Simplified Chinese, Traditional Chinese, French, German, Greek, Hindi, Italian, Japanese, Korean, Spanish and Vietnamese.
- Transport continues to provide \$2.50 all day travel to eligible asylum seekers who are receiving aid from a designated support agency. As at 30 June 2023, more than 4,400 asylum seekers are currently accessing this concession throughout NSW.
- Translated public transport information is made available digitally in one central location on the Transport for NSW website for ease of customer use. These resources include information on:
 - Payments (Vietnamese, Simplified Chinese)
 - Opal Smarter Ticketing (Vietnamese, Simplified Chinese)
 - Gold Opal cards for Asylum Seekers (Arabic, Bengali, Burmese/Myanmar, Simplified Chinese, Hazaragi, Persian/Farsi, Rohingya, Tamil)
 - Trip Planner Help (Arabic, Simplified Chinese, Traditional Chinese, Korean, Vietnamese)
 - Community Transport (Arabic, Simplified Chinese, Traditional Chinese, Filipino, Greek, Hindi, Italian, Korean, Spanish, Tamil, Vietnamese)

Staff – Ensuring a culturally diverse and competent organisation

- Transport (including our rail agencies) had 76 per cent of its staff respond to the 2023 People Matter Employee Survey (PMES). Of the 23,293 respondents, 32 per cent indicated that they speak a language other than English at home.
- Measuring employee diversity is based on self-identification. Transport staff have the option of declaring their country of birth:
 - Of those staff who have declared their country of birth, 40 per cent were born overseas and 60 per cent were born in Australia.
 - Of those staff who declared an overseas country of birth, the top 10 nations or regions were India, Philippines, England, China, New Zealand, Sri Lanka, Hong Kong, Bangladesh, Nepal and Fiji.
- In 2023, Transport established an Inclusion Council to bring together our Executive Sponsors and our existing and new employee networks including a Multicultural Network. This approach provides a connected and collaborative approach to addressing inclusion and diversity in the workplace.

- Transport and its agencies celebrated Harmony Week, 20–26 March 2023, with several staff events recognising the rich multicultural diversity across Transport:
 - Sydney Trains collaborated with Transport’s new Multicultural Network by hosting a celebration of our rich multicultural diversity with cultural performances and a shared feast of different cuisines. The event promoted the network’s mission in bringing together people across Transport of all cultural backgrounds to promote positive behaviours that build inclusion and belonging for everyone.
 - Sydney Metro also celebrated their cultural diversity by getting to know their people from diverse backgrounds. Jose Argueta, Construction Director, from El Salvador and Maryam Esnaashari, Director PMO and City and Southwest, from Iran shared their cultural traditions in a video interview.
- In October 2022, a Deepavali event was held at Transport’s Macquarie Park hub with over 600 employees attending. The cultural celebration included live music, dance performances, a fashion show and an authentic three-course Indian feast.
- Transport and its agencies highlighted Refugee Week, 18–24 June 2023, by sharing individual stories of resilience from our people who fled their homes as refugees including from Bosnia and Herzegovina, Cambodia, Afghanistan, Vietnam and Syria. Drawing from the 2023 theme of ‘Finding Freedom’, their stories highlighted aspects of the refugee experience as a reminder that, regardless of our differences, we all share a common humanity.
- Transport’s internal recruitment guides have been revised to assist hiring managers and business partners with creating a diverse workforce. These guides have been designed to drive inclusive recruitment practices during every step of the hiring process.

Appendix 3: Disclosure of controlled entities and subsidiaries

On 30 June 2023, the Transport portfolio consisted of six transport agencies, two state owned corporations, one statutory body and two statutory offices.

NSW Government agencies

- Transport for NSW
- Sydney Trains
- NSW Trains
- Sydney Metro
- State Transit Authority of NSW
- Sydney Ferries

State owned corporations

- Transport Asset Holding Entity
- Port Authority of NSW

Statutory bodies

- Residual Transport Corporation

Statutory offices

- Point to Point Transport Commissioner
- Office of Transport Safety Investigations

Machinery of Government changes

On 5 April 2023, the Greater Cities Commission Staff Agency and the Infrastructure NSW Staff Agency ceased being related to the Department of Transport: Administrative Arrangements (Administrative Changes – Miscellaneous) Order (No 2) 2023.

On 1 July 2023, the parts of the Department of Transport that enable the Centennial Park and Moore Park Trust, the Greater Sydney Parklands Trust, the Luna Park Reserve Trust, the Parramatta Park Trust, Place Management NSW, the Royal Botanic Gardens and Domain Trust and the Western Sydney Parklands Trust to exercise their functions were transferred to the Department of Planning and Environment: Administrative Arrangements (Administrative Changes – Miscellaneous) Order (No 5) 2023.

Controlled entities

Pursuant to the *Transport Administration Act 1988*, the following entities within the Transport portfolio are controlled by the Department of Transport.

Table 29: 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"> Plan for a transport system that meets the needs and expectations of the public. Promote economic development and investment. Provide integration at the decision-making level across all public transport modes. Promote greater efficiency in the delivery of transport infrastructure projects. Promote the safe and reliable delivery of public transport and freight services. 	<p>Transport for NSW has the following general functions:</p> <ul style="list-style-type: none"> Transport planning and policy, including for the integrated rail network, road network, maritime operations and maritime transport, and land use strategies for metropolitan and regional areas. Administering the allocation of public funding for the transport sector, including determining budgets and programs across the sector. 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. Coordination of capital works programs and budgets across the transport sector. Contracting, on behalf of the state, with public transport agencies or the private sector, for the delivery of transport services, including setting of performance targets and service standards. Coordinating transport services, including timetabling for transport services and providing for effective transport interchanges. Management of incidents affecting the efficiency of road and public transport networks, including the coordination of communications with and responses by relevant agencies. Providing information about transport services and transport infrastructure to assist people to use those services or infrastructure. Providing corporate and shared services to TAHE, the Office of Transport Safety Investigations and public transport agencies. Providing integrated ticketing arrangements for transport services, and regulating the types of tickets and other ticketing arrangements for the setting of fares for transport services. 	<p>Key performance measures and targets for Transport for NSW are presented in the <i>Our performance</i> section within this report. See pages 34-39.</p>

Name	Objectives	Operations and activities	Performance measures and targets
		<ul style="list-style-type: none"> Assisting the Ministers for Planning and Infrastructure and other relevant agencies with the preparation of precinct plans for the development of land for, or in the vicinity of, public transport stations or wharves and transport interchanges. Coordinating and carrying out the procurement of transport infrastructure and transport vehicles, rolling stock and vessels. Developing policy and facilitating research and testing for the purposes of promoting innovative transport solutions, including testing automated vehicles and digital technologies on the state’s roads and road-related areas. 	
<p>Sydney Trains</p>	<p>Sydney Trains is a NSW Government agency constituted under the <i>Transport Administration Act (TAA) 1988</i>.</p> <p>The principal objective of Sydney Trains under the Act is to deliver safe, reliable, effective and efficient railway passenger and network access services (freight and third party passenger services) in a financially responsible manner.</p>	<p>Sydney Trains commenced operations on 1 July 2013 and is the operator and maintainer of passenger rail services across the Greater Sydney area bounded by Berowra, Emu Plains, Macarthur and Waterfall, and also provides access to the network to freight operators and third-party passenger operators.</p>	<p>Key performance measures and targets for Sydney Trains are:</p> <ol style="list-style-type: none"> 1. Improve reliability of passenger rail services, measured using peak (service) punctuality with a target of 92 per cent of timetabled services. 2. Improve customer punctuality so that 90 per cent of journeys are less than three minutes difference in expected and actual arrival time at destination. 3. Improve overall customer satisfaction with passenger rail services in the Greater Sydney area to greater than 90 per cent, based on the half-yearly Customer Satisfaction Survey.

Name	Objectives	Operations and activities	Performance measures and targets
NSW Trains	The principal objective of NSW Trains is to deliver safe and reliable NSW railway passenger services (including services outside NSW originating or terminating inside NSW) in an efficient, effective and financially responsible manner.	NSW Trains, trading as NSW TrainLink, is a multimodal regional transport delivery organisation that provides intercity, regional and interstate rail and coach services for customers travelling longer distances. NSW Trains 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: 1. Maintain or improve reliability of public transport services, measured using punctuality and on-time running measures with targets of 92 per cent for intercity, 78 per cent for regional rail services and 90 per cent for regional rail coach services. 2. Improve customer satisfaction with key government services, measured using customer satisfaction ratings.
Sydney Metro	The principal objectives of Sydney Metro are: • Deliver safe and reliable metro passenger services in an efficient, effective and financially responsible manner. • Facilitate and carry out the orderly and efficient development of land in the locality of metro stations, depots and stabling yards, and proposed metro stations, depots and stabling yards.	Sydney Metro is responsible for managing the operations and maintenance of metro services in Metropolitan Sydney, and the planning and delivery of future metro lines.	Key performance measures and targets for Sydney Metro are: 1. Maintain or improve reliability of public transport services, measured using a service frequency reliability of at least 98 per cent. 2. Improve customer satisfaction with key government services, measured using customer satisfaction ratings.
State Transit Authority of NSW	The principal objective of the State Transit Authority is to operate efficient, safe and reliable bus services.	State Transit Authority, the NSW Government bus service, ceased operations on 2 April 2022.	N/A

Name	Objectives	Operations and activities	Performance measures and targets
Sydney Ferries	The objective of Sydney Ferries is to deliver safe and reliable Sydney ferry services in an efficient, effective and financially responsible manner.	Sydney Ferries owns the Balmain Shipyard and the state-owned portion of the fleet used for Sydney Ferries services. These assets are leased to Transdev Sydney Ferries to facilitate operation of the Sydney ferry network.	Transport for NSW has determined performance management and targets for the Sydney Ferries network under the Ferry System Contract with Transdev Sydney Ferries.
Residual Transport Corporation	<p>The objectives of the Residual Transport Corporation are:</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. 	The Residual Transport Corporation holds, manages, operates and maintains transport assets vested in or owned by it, or to be vested in or owned by it.	N/A

Disclosure of subsidiaries

Transport for NSW has no subsidiary companies as of 30 June 2023.



Appendix 4: Environment Protection and Biodiversity Conservation Act report

Strategic assessment approval

Transport for NSW is committed to publishing activities assessed as likely to have a significant impact on nationally listed threatened species and ecological communities that are assessed under the Commonwealth strategic assessment approval for roads and traffic management, and undertaken in accordance with Transport’s environmental assessment and decision-making framework.

Table 30 reports on the status as of 30 June 2023 for seven determined (approved) projects that have been considered under the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) strategic assessment approval since its commencement in September 2015.

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

Table 30: 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
New England Highway upgrade between Belford and the Golden Highway, Belford			
<p>Direct:</p> <p>Reduce extent of Central Hunter Valley eucalypt forest and woodland by 8.2 ha.</p> <p>Indirect:</p> <p>Fragmentation and degradation of remaining Critically Endangered Ecological Communities (CEEC). This CEEC is equivalent to NSW PCT 1601 – Spotted Gum Narrow-leaved Ironbark, Red Ironbark, shrub-grass open forest of the Central and Lower Hunter.</p>	<p>Principle mitigation measures for CEEC:</p> <ul style="list-style-type: none"> Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. <p>A Statement of Reasonable Equivalence has been obtained from NSW Environment and Heritage which converts former Biobanking credits into BC Act credits. This resulted in 279 BAM credits being required (of a total of 346 credits which included credits required for NSW only listed EEC).</p> <p>Transport for NSW continues to investigate credit availability on the market.</p>	<p>A REF including biodiversity assessment was exhibited from 30 June 2017 to 28 July 2017.</p>	<p>Project determined (approved) by Roads and Maritime Services on 10 July 2018.</p> <p>As of 30 June 2023, construction is under way.</p>

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
New England Highway Singleton Bypass			
<p>Direct:</p> <p>16.8 ha of Central Hunter Valley Eucalypt Forest and Woodland CEEC No EPBC Act threatened, or migratory species are likely to be significantly impacted.</p>	<p>Principle mitigation measures for CEEC:</p> <ul style="list-style-type: none"> Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. <p>All residual impacts to nationally listed matters are to be offset in accordance with the Biodiversity Assessment Method. Subject to final design, 493 PCT 52 credits are required.</p> <p>Transport is currently in negotiations with a landholder to purchase credits being generated on their property.</p>	<p>A REF was exhibited from 16 December 2019 to 1 March 2020.</p>	<p>Project was determined in August 2020. As of 30 June 2023, works had not commenced.</p>
HW17 Newell Highway Narrabri to Moree Heavy Duty Pavement Project			
<p>Direct:</p> <p>16.22 ha natural grasslands on basalt and fine-textured alluvial plains of northern NSW and southern Queensland which is a CEEC.</p> <p>Note: significant impacts identified in September 2018 REF to habitat for the perennial grass species – Belson’s Panic (<i>Homopholis belsonii</i>) have been avoided as a consequence of design changes outlined in the addendum REF.</p>	<p>Principle mitigation measures for CEEC:</p> <ul style="list-style-type: none"> Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. <p>All residual impacts to nationally listed matters are to be offset in accordance with Transport’s biodiversity offset guidelines.</p> <p>Transport is sourcing 486 PCT 52 credits from the market.</p>	<p>A REF was exhibited from 22 June 2018 to 23 July 2018. A subsequent addendum REF was prepared in May 2020 and confirms the impact boundary and offset requirements.</p>	<p>The project was originally determined (approved) in September 2018 and the subsequent addendum REF was determined in August 2020. Construction commenced in July 2022.</p>

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
HW17 Newell Highway North Moree Heavy Duty Pavements			
<p>Direct:</p> <p>5.94 ha of natural grasslands on basalt and fine textured alluvial plains of northern NSW and southern Queensland CEEC.</p> <p>Note: Significant impacts identified in the September 2018 REF to habitat for the perennial grass species <i>Belson's Panic (Homopholis belsonii)</i> have been avoided as a consequence of design changes outlined in the addendum REF.</p>	<p>Principle mitigation measures for CEEC:</p> <ul style="list-style-type: none"> Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. <p>Additional targeted environmental safeguards to be provided for <i>Belson's Panic</i> including further design refinements to avoid impacts. All residual impacts to nationally listed matters are to be offset in accordance with Transport's biodiversity offset guidelines.</p> <p>178 PCT 52 credits are required and will be sourced from the market.</p>	<p>A REF was exhibited from 22 June 2018 to 23 July 2018.</p> <p>A subsequent addendum REF was prepared in May 2020 and confirms the impact boundary and offset requirements.</p>	<p>The project was originally determined (approved) in September 2018 and a subsequent addendum REF was determined in August 2020.</p> <p>As of 30 June 2023, construction had not commenced.</p>

Appendix 5: Major infrastructure projects

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

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

Preconstruction 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)

Table 31: Major infrastructure projects 2022–23

Project description	Location	Status as at 30 June 2023	Announced completion date	Announced estimated total cost (\$'000)	2022–23 expenditure (\$'000) ¹	Expenditure in previous years (\$'000) ^{1,2}
Barton Highway improvements (state and federal funded)	Goulburn	Construction	N/A	N/A	28,747	75,030
Bus Priority Infrastructure	Various	Ongoing	N/A	N/A	20,158	185,380
Circular Quay precinct renewal (Planning)	Sydney	Planning	N/A	N/A	18,964	80,705
Coffs Harbour bypass (state and federal funded)	Coffs Harbour	Construction	2026	2,200,000	393,521	292,096
Epping Station bridge widening (state and federal funded)	Epping	Planning	N/A	N/A	2,745	5,556
Great Western Highway, Coxs River Road (state and federal funded)	Lithgow	Construction	2025	N/A	28,084	9,518
M12, M7 to the Northern Road (state and federal funded)	Badgerys Creek	Construction	N/A	N/A	152,622	777,337
M5 Motorway – Moorebank Avenue/Hume Highway intersection upgrade (state and federal funded)	Moorebank	Planning	N/A	N/A	3,996	2,312
M6 extension stage 1	Rockdale	Construction	2025	3,115,000	723,021	876,038
Mamre Road, M4 to Erskine Park Road	St Clair	Planning	N/A	N/A	21,138	11,763
Memorial Avenue, Old Windsor Road to Windsor Road	Kellyville	Construction	2024	224,000	34,314	118,775

Project description	Location	Status as at 30 June 2023	Announced completion date	Announced estimated total cost (\$'000)	2022-23 expenditure (\$'000) ¹	Expenditure in previous years (\$'000) ^{1,2}
Mount Ousley interchange (state and federal funded)	Mount Ousley	Planning	N/A	N/A	10,072	4,041
Mulgoa Road infrastructure upgrade – Jane Street and Blaikie Road to M4 (state and federal funded)	Jamisontown	Construction	N/A	N/A	21,203	215,756
Mulgoa Road infrastructure upgrade – M4 to Glenmore Parkway and Blaikie Road to Union Road (state and federal funded)	Jamisontown	Planning	N/A	N/A	2,098	9,889
New buses to cater for NSW Services	Various	Ongoing	N/A	N/A	73,318	537,674
New England Highway, Muswellbrook bypass (state and federal funded)	Muswellbrook	Planning	N/A	N/A	6,124	15,011
New England Highway, Singleton bypass (state and federal funded)	Singleton	Planning	N/A	N/A	37,137	27,323
New Hawkesbury River crossing at Richmond (Planning) (state and federal funded)	North Richmond	Planning	N/A	N/A	6,285	9,688
Newcastle inner city bypass, Rankin Park to Jesmond (state and federal funded)	Williamtown	Construction	2025	450,000	50,175	97,644
Newell Highway Narrabri to Moree heavy duty pavements (state and federal funded)	Narrabri – Boggabilla	Construction	2026	261,170	52,751	15,897
Newell Highway, New Dubbo Bridge (state and federal funded)	Dubbo	Construction	2027	220,200	37,213	34,186

Project description	Location	Status as at 30 June 2023	Announced completion date	Announced estimated total cost (\$'000)	2022-23 expenditure (\$'000) ¹	Expenditure in previous years (\$'000) ^{1,2}
Nowra Bridge replacement over the Shoalhaven River (state and federal funded)	Nowra	Construction	2024	342,000	36,589	229,643
Pacific Highway, Wyong town centre (state and federal funded)	Wyong	Planning	N/A	N/A	3,060	32,137
Pacific Motorway, extension to Raymond Terrace (state and federal funded)	Hexham	Construction	2028	1,910,100	133,085	76,074
Pacific Motorway, Hexham Straight (state and federal funded)	Hexham	Construction	2027	320,200	19,112	10,811
Parramatta Light Rail stage 1	Parramatta	Construction	2023	2,875,000	234,364	2,200,885
Parramatta Light Rail stage 2	Parramatta	Planning	N/A	N/A	34,844	23,625
Pinch points and clearways (state and federal funded)	Various	Ongoing	N/A	N/A	111,494	432,981
Princes Highway corridor – Milton Ulladulla bypass (state and federal funded)	Milton	Planning	N/A	N/A	6,558	8,678
Princes Highway corridor (NSW) – Jervis Bay to Sussex Inlet road upgrade stage 1 (state and federal funded)	Jervis Bay	Planning	N/A	N/A	5,647	8,899
Princes Highway Upgrade Program corridor – safety and productivity upgrades (Planning)	Nowra - Moruya	Planning	N/A	N/A	22,323	23,286
Prospect Highway, Reservoir Road to St Martins Crescent (state and federal funded)	Prospect	Construction	2025	280,000	84,331	60,916
Regional NSW bridge upgrades	Various	Ongoing	N/A	N/A	2,483	156,347

Project description	Location	Status as at 30 June 2023	Announced completion date	Announced estimated total cost (\$'000)	2022–23 expenditure (\$'000) ¹	Expenditure in previous years (\$'000) ^{1,2}
Spring Farm Parkway	Menangle Park	Construction	N/A	N/A	32,827	27,842
Sydney Gateway	Mascot	Construction	2024	2,600,000	659,042	1,248,060
Sydney Metro City and Southwest ³	Chatswood-Bankstown	Construction	2025	N/A	2,669,633	12,829,670
Sydney Metro West	Westmead-Sydney CBD	Construction	2030	N/A	2,955,797	4,265,296
Sydney Metro-Western Sydney Airport (state and federal funded) ⁴	St Marys-Bringelly	Construction	2026	N/A	1,744,006	1,433,055
Sydney Metro-Western Sydney Airport - stage 2 planning (state and federal funded)	Aerotropolis to Glenfield	Planning	2024	N/A	21,487	-
Transport Access Program – commuter wharf upgrades	Various	Ongoing	N/A	N/A	5,338	233,884
Warringah Freeway upgrade	Various	Construction	N/A	N/A	396,387	307,052
WestConnex (state and federal funded)	Various	Construction	2023	16,800,000	586,629	5,455,700
Western Distributor network integration	Pymont	Construction	N/A	N/A	15,261	17,435
Western Harbour Tunnel	Various	Construction	N/A	N/A	601,870	888,699
Zero Emissions Buses Program	Various	Ongoing	N/A	N/A	58,366	49,143

¹ Capital expenditure only

² Expenditure in previous years is from the time when the project or program is published as a line item in the NSW State Budget Paper Infrastructure Statement

³ The Sydney Metro City and Southwest funding allocation includes funding from public private partnerships (PPP) finance leases

⁴ The Sydney Metro-Western Sydney Airport funding allocation includes funding from PPP finance leases. Major civil construction work on the Sydney Metro-Western Sydney Airport project is expected to be completed in 2026. The start of rail operations is subject to the start of passenger airline services

Appendix 6: Account payments and grants

Funds granted to non-government community organisations

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

The grants program provides funding for people with limited or no access to private transport, and those who have difficulty accessing public transport. During 2022–23, Transport distributed a total of 26 grants to non-government community organisations, and on some occasions delivering on behalf of councils, with funds totalling \$1,051,120.

Table 32: Funds granted to non-government community organisations

Organisation	Grant purpose	Funding (\$)
Police Citizens Youth Clubs NSW Ltd	Approved 28 July 2022. The Walgett PCYC have formed a strong partnership with NSW Police, NSW Rugby League and the Sydney City Roosters to ensure a community-oriented program is designed and provided to participants. The ‘Sticks to Stadium’ project provided transport to a cohort of youth aged 10–16 years to travel from Lightning Ridge to Sydney for three days for specialised fitness and education sessions as well as interactions with prominent sports people and visits to other PCYC facilities and Sydney sporting grounds.	6,600
Moree Boomerangs Rugby League Football Club Aboriginal Corporation	Approved 29 August 2022. Moree Boomerangs Rugby League Football Club players and officials attended and competed in the annual NSW Aboriginal Rugby League Knock Out in Nowra/Bomaderry. This transport funding allowed the club to participate.	3,000
Narrabri District Junior Rugby League Football Club Inc	Approved 22 August 2022. Transport funding enabled Narrabri and the District Junior Rugby League Club to send players, aged 12, to South Sydney over the October long weekend. This trip involved players, supervised by some parents, travelling to Sydney to participate in the Cotton Cup and attend the NRL Grand Final.	6,650

Organisation	Grant purpose	Funding (\$)
Bamara Dubbo Opportunity Hub (DHUB)	Approved 8 September 2022. Provided funding support to Bamara (DHUB) to administer and assist St Johns College Dubbo to hire two 12-seater buses to take 24 Year 11 students with Elders on a three-day Cultural Immersion trip to Moree, Lightning Ridge, Balladoran and sites within the Dubbo LGA.	4,620
Yarn Support Connect Coonabarabran Suicide Prevention Network	Approved 29 September 2022. Yarn Support Connect Coonabarabran Suicide Prevention Network supported the Brothers United Koori Knockout Rugby League team, which was formed to participate in the 2022 Koori Knockout from 30 September to 3 October 2022. The Koori Knockout, an important annual cultural event, has not been held since 2019 due to COVID-19 restrictions and regulations. To re-engage the young men of the local community, a new rugby league team was formed to represent Coonabarabran and surrounding areas in the 2022 Koori Knockout.	3,000
UCA -Wentworth District Co-operating Parish	Approved 19 December 2022. Dareton Youth and Community Drop-In Centre provides a positive, culturally safe place for local youth. The Centre is open from 3.30–6.30pm Monday to Thursday and offers art, music groups, cooking skills, indoor sport activities, cultural awareness activities and a safe space. The Centre plans to build its presence in the community and extend opening hours to include weekends, initially on a Sunday. This project offers transport to participants to build and further contribute to social, economic and wellbeing outcomes. The application includes \$5,000 for a Bus Wrap with the artwork created by Dareton Youth.	20,000
Tsukasa Hiraoka T/A Wilba Bus	Approved 18 January 2023. The Empowering Bourke project provides a demand-style shared transport option servicing Bourke, North Bourke, Alice Edwards Village and Bourke Airport. An in-town transport solution was desperately required with evidence based on extensive long-term community consultation by TfNSW Community Partnering. The pre-booked bus service known as Wilba provides access to local shopping, social activities, medical appointments, sporting engagements and employment that is affordable for all. It also connects to further transport, linking with NSW TrainLink coaches to Dubbo and to Bourke Airport. The 12-seater bus service offers 65 hours a week of transport from Monday to Saturday.	161,800
NSW Cricket Foundation	Approved 9 January 2023. Return travel assistance from Forbes to Wade Park, Orange, NSW. Local flood-affected students and members of the Forbes Junior Cricket community had the opportunity to attend the Women's National Cricket League, Australia's women's domestic one-day competition between the NSW Breakers and the ACT Meteors in Orange. Students travelled with parents from Forbes to watch the match and participate in organised Cricket NSW activities during breaks in the day's play. Participants from Eugowra will attend a similar experience later in the year.	1,100

Organisation	Grant purpose	Funding (\$)
Bamara Dubbo Opportunity Hub	Approved 6 March 2023. Funding is used to transport participants to and from two six-week culturally adapted pre-employment training programs for Aboriginal and non-Aboriginal women. Participants come from the Dubbo/Wellington areas, including villages, to access construction and earth moving industries to raise awareness of opportunities that exist for women in non-traditional and male-dominated trades. Participants undertake skills training, including workplace understanding and employer expectations, while gaining micro credentials as a foundation to fully accredited specific trades courses and direct employment opportunities by committed local employers. This helps create a pipeline of trained/skilled Aboriginal women to strengthen the local labour market.	20,100
Tsukasa Hiraoka T/A Wilba Bus	Approved 23 June 2023. Wilba has been overwhelmingly successful and not only in patronage figures – it has also been life changing for residents in the community. The unprecedented popularity of the service, averaging over 100 trips a day, saw initial funding exhausted seven and a half months earlier than anticipated. Wilba, which provides a demand responsive shared transport option servicing Bourke, North Bourke, Alice Edwards Village and Bourke Airport, has become a household name. The extra funding ensures Wilba will continue to provide the Bourke community affordable access to medical, employment, education, social and tourist services.	296,823
Police Citizens Youth Clubs NSW Ltd (Far West Region)	Approved 30 June 2023. PCYC Nations of Origin is a multifaceted sport, cultural, education and leadership program, which culminates around NAIDOC week annually. For the first time, Nations of Origin was held in Western Sydney from 11 to 15 July 2023. Teams representing Aboriginal Nations from around NSW came together to participate in netball, rugby league, football fives, basketball and gymnastics tournaments. Funding was provided to transport 72 young people and support crews from Bourke, Broken Hill, Moree and Walgett, giving them the opportunity to take part in the 2023 Nations of Origin event.	16,444
Police Citizens Youth Clubs NSW Ltd (Southern Highlands)	Approved 5 July 2022. Nations of Origin is an Indigenous sporting games which sees engagement of over 1,400 Indigenous and non-Indigenous young people from across NSW participating in the multifaceted sport, cultural, education and leadership program. Nations of Origin empowers and motivates youth to celebrate Australia's diverse indigenous culture and its deep impact on our history and their stories. Nations of Origin has four main components: Reconciliation, Education, Cultural Identity and Sport. PCYC Southern received funding support to send their first team.	3,300
Police Citizens Youth Clubs NSW Ltd (Goulburn)	Approved 6 July 2022. The Nations of Origin tournament has been designed to promote reconciliation within communities and engage Aboriginal and Torres Strait Islander and non-Aboriginal members in PCYC NSW through sport. The concept of the tournament was initiated after consultation with Aboriginal communities across NSW and young people and motivates youth to celebrate Australia's diverse Indigenous culture and its deep impact on our history and their stories. Each participant must meet criteria in order to represent their Nation. As a result of the tournament, participants can further develop their skills and character through other programs.	909

Organisation	Grant purpose	Funding (\$)
Police Citizens Youth Clubs NSW Ltd (Far South Coast)	Approved 23 September 2022. Nations of Origin is a multifaceted sport, cultural, education and leadership program, which culminates around NAIDOC week annually. The program has four main components: reconciliation, education, cultural identity and sport. Each year, over 1,400 Indigenous and non-Indigenous young people from across NSW participate in the multifaceted program. A male and female team represented their Aboriginal Nation from the Far South Coast in rugby league comprising 24 players. Each team must have 80% Aboriginal representation. Funding was provided for a bus to transport players and support staff safely to and from the delayed 2022 event, which was held in Port Stephens on 5–8 October 2022.	5,170
Boys to the Bush Limited	Approved 8 February 2023. Regional youth preventive intervention organisation Boys to the Bush (BttB) have honed processes for establishing new locations, resulting in the launch of three new hubs. This funding provides transport subsidies for up to 4,456 passengers on 2,556 journeys in new hub locations of Young, Leeton and Wagga Wagga in 2023. The funding will also enable BttB to embed programs and thrive in these communities.	87,020
Police Citizens Youth Club NSW Ltd (South Region)	Approved 30 June 2023. PCYC Nations of Origin is a multifaceted sport, cultural, education and leadership program held annually. Teams representing Aboriginal Nations from around NSW come together to participate in netball, rugby league, football fives, basketball and gymnastics tournaments. For the first time, Nations of Origin was held in Western Sydney from 11 to 15 July 2023. This funding allows teams from Nations located in the Southern NSW and Riverina Regions to participate. The transportation gives 156 young people from Albury, Cowra, Far South Coast, Queanbeyan, Wagga Wagga and Young the opportunity to participate in the 2023 Nations event.	26,637
White Cockatoo	Approved 26 September 2022. Funding was provided to the Gomeroi Roos Rugby League Football Club for a team of 10 players to attend and compete in the annual NSW Aboriginal Rugby League Knock Out in Nowra held from 30 September to 3 October 2022. The 50th anniversary of the tournament featured over 100 men's, women's and junior rugby league teams from across NSW.	3,000
The Canopy Incorporated	Approved 18 September 2022. Funding for 'The Helpline Project' is used to assist vulnerable families with children to leave domestic violence situations and access services for essential social and health support. It gives staff flexibility to provide suitable transport solutions for clients to access essential support services and opportunities required for their wellbeing and safety. This includes taxi vouchers, bus vouchers, and private transport options. The project also helps build the capacity, competency and literacy levels required for clients to independently use existing public/community transport services through acquired knowledge, understanding and coaching.	18,280

Organisation	Grant purpose	Funding (\$)
Ngambaga Bindarry Girrwa Community Services	Approved 18 October 2022. To keep our Elders moving on country, this funding is used for outings, emergency appointments, respite and to attend the Elders Olympics in Nambucca Heads using a 17-seater bus owned by the organisation. Funding also includes annual bus charter for the organisation's end-of-year trip for 25 Elders to travel from Bowraville to the Kingscliff and Tweed Heads area to provide an annual activity where Elders can continue to make connections with each other and their culture.	64,680
Young Life Australia Incorporated	Approved 11 January 2023. Young Life Summer Camp is for High School students from around Australia. The camp is held in Jindabyne and includes recreational activities such as water skiing, wakeboarding, tube riding, mountain biking, Arow Tag, and walking to the top of Mount Kosciuszko. The Club time evening program includes games, skits, music, and a short talk with a discussion afterwards with leaders from their home area. Funding for this project enables Young Life Australia to transport students to the youth camp.	5,313
Police Citizen Youth Club NSW Ltd	Approved 30 June 2023. PCYC Nations of Origin is a multifaceted sport, cultural, education and leadership program, which culminates around NAIDOC week annually. Teams representing Aboriginal Nations from around NSW come together to participate in netball, rugby league, football fives, basketball and gymnastics tournaments. For the first time, Nations of Origin was held in Western Sydney from 11 to 15 July 2023. This funding gave teams from Nations located in the Northern Rivers, New England and North Coast Regions of NSW the opportunity to participate, transporting 165 young people from these unique regions to the event.	26,864
Rise – Coffs Harbour Incorporated Entity	Approved 14 February 2023. The Rise Football Program supports disadvantaged local refugee and Aboriginal youth, and people living with a disability to participate in a before-school football training program. Training is held at the Southern Cross University Campus and is holistic in nature using fitness, health and wellbeing, nutrition and collaboration as foundation skills. Approximately 80 youth per week attend the program. The program has experienced an increase in participants living with a disability. Funding will assist with increasing accessibility and participation with a chartered bus to transport participants to training and to school immediately after the completion of the morning program. This project provides bus-chartered transport for disadvantaged young people participating in Rise Football Academy early morning training five days per week.	30,000
Upper Hunter Local Area Liquor Accord	Approved 28 March 2023. The Upper Hunter Area Liquor Accord funds a Road Safety Seminar at Muswellbrook High School for Year 11 students. Over 300 students from surrounding high schools attended the event. The event has been running for 12 years and involves a re-enacted crash scene facilitated by Fire and Rescue NSW and the local NSW Police Highway Patrol unit. Also included are presentations from a crash survivor, Fire and Rescue NSW and local police. This funding provides transport for students in the surrounding area to attend this daily seminar.	2,000

Organisation	Grant purpose	Funding (\$)
New South Wales Basketball Association Ltd	Approved 30 June 2023. The BNSW Basketball Inclusion Initiative aims to provide access to basketball programs for approximately 2,218 young individuals in regional NSW who are transport disadvantaged. This funding allows these young individuals to attend. The initiative focuses on breaking down geographical barriers by offering transportation, primarily for Indigenous youth, to participate in basketball tournaments, holiday camps and skills development clinics over the two-year program. To support the ongoing sustainability of the initiative, participants are encouraged to make a gold coin donation. Over two years, the initiative will promote health and wellbeing on and off the court while cultivating a genuine passion for basketball among the youth in regional NSW.	94,925
Stand Tall Australia Limited	Approved 29 August 2022. This project provided subsidised bus travel for transport disadvantaged young people to attend the Stand Tall Regional Tour events in Pambula, Dubbo and Tamworth. The TEDx style events bring together a host of speakers to arm students with the skills of resilience, the strength to stand up to bullying, the keys to motivation, the power of perspective and the benefits of making good and wise decisions. Stand Tall expanded in 2022 to bring these events to some of the regional NSW communities most impacted by trauma from bushfires, floods and the isolating effects of COVID-19.	116,000
Stand Tall Australia Limited	Approved 23 June 2023. Stand Tall provided regional schools the opportunity to build strong and measurable growth in their students by attending the Stand Tall Sydney 2023 event at the Darling Harbour International Convention Centre on 8 June 2023. Stand Tall provided free tickets to the event, and organised accommodation, catering and transport. This funding provided transport for three schools to attend – Cobar High School, Gunnedah High School and Mt Austin High School, Wagga Wagga.	26,885

Funds granted to government organisations

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

The grants program provides funding for people with limited or no access to private transport, and those who have difficulty accessing public transport. During 2022–23, Transport distributed a total of four grants to government organisations (state, local and education), with funds totalling \$49,580.

Table 33: Funds granted to government organisations

Organisation	Grant purpose	Funding (\$)
Pomona Public School	Approved 1 November 2022. Pomona Public School is a Positive Behaviour for Learning school in the far south-west of NSW. Students can earn Dojo points for showing good behaviour, using manners, helping others and for showing improved educational learning outcomes. When the school reaches 500 dojo points students are rewarded with a trip that requires bus transport. Previous rewards have included a trip to ten pin bowling, participating in an AFL Clinic and a creative art show. This transport grant allows students to access and take part in activities they would not usually have access to.	7,500
Moree Plains Shire Council	Approved 23 December 2022. The Beyond Moree project will enable the Moree Plains Shire Council (MPSC) to offer transport assistance to local youth and sporting and community groups that are required to travel within and outside of Moree local government area. The project provides access for isolated and disadvantaged youth to sporting and recreational opportunities. MPSC coordinates the transport and assists with hiring local buses, transport costs and bus drivers to ensure the project is effective.	30,000
Wagga Wagga City Council	Approved 23 January 2023. Wagga Wagga's first-ever 'Back to School Party' was held on 28 January 2023 at Chambers Park in Tolland. The event for young people aims to promote connectedness and engagement before diving into the new school year and provides an opportunity to distribute free back to school packs to attendees. The concert featured a line-up of young, up and coming artists, including local bands, as well as lawn games, chill out spaces and a free BBQ. This funding allowed transportation to and from the event for disadvantaged students.	2,050
Tamworth Regional Council	Approved 29 August 2022. The Young Drivers Expo is aimed at Year 11 high school students from across north-west NSW (schools travel up to three hours to attend). The expo included educational workshops hosted by NSW Police, NSW Ambulance, NRMA, Transport for NSW, Hunter New England Health and Tamworth Truck Drivers Club aimed at increasing knowledge of the effects of drugs and alcohol on driving, sharing the roads with trucks, road safety, the importance of vehicle maintenance and minimising potentially risky driving behaviours. Over 100 students were transported over 2,900 km to attend the event.	10,030

Transport for NSW administers community grants in partnership with the following programs

Transport for NSW works with many organisations administering grants. The organisations, programs and funding received during 2022–23 are detailed in the table below.

- Transport for NSW performs the contract management of the Commonwealth Home Support Program on behalf of the Australian Department of Health. The Program funds transport for senior Australians to get around and stay connected with their community.
- Transport for NSW, on behalf of the NSW Government, delivers the Community Transport Program that assists individuals who are transport disadvantaged because of physical, social, cultural and/or geographical factors.
- Transport for NSW performs the contract management of non-government Organisations Health Grants program on behalf of the NSW Ministry of Health. The program supports the provision of non-emergency health-related transport programs that enhance access to health care by catering for the travel needs of people who are transport disadvantaged.

Table 34: Community grants administered by Transport for NSW

Organisation (non-government)	Program	2022–23 total funding, (ex GST)
Access Sydney Community Transport Ltd	Commonwealth Home Support Program	3,577,667
	Community Transport Program	232,243
	Non-government organisations health grants	48,300
	Total	3,858,210
Active Care Network	Commonwealth Home Support Program	3,831,995
	Community Transport Program	488,749
	Non-government organisations health grants	164,500
	Total	4,485,244
Activus Transport Ltd	Commonwealth Home Support Program	2,248,280
	Community Transport Program	64,897
	Non-government organisations health grants	26,300
	Total	2,339,477
ADSSI Limited	Commonwealth Home Support Program	977,254
	Community Transport Program	171,435
	Total	1,148,689
Awabakal Ltd	Commonwealth Home Support Program	256,127
	Community Transport Program	42,043
	Total	298,170

Organisation (non-government)	Program	2022-23 total funding, (ex GST)
Bankstown Canterbury Community Transport Inc.	Commonwealth Home Support Program	2,473,768
	Community Transport program	117,838
	Non-government organisations health grants	24,900
	Total	2,616,506
Bathurst Community Transport Group Inc.	Commonwealth Home Support Program	430,616
	Community Transport program	143,723
	Total	574,339
Blue Mountains Aboriginal Culture and Resource Centre	Commonwealth Home Support Program	73,471
	Community Transport program	23,807
	Total	97,278
Bungree Aboriginal Association Ltd	Commonwealth Home Support Program	182,172
	Community Transport Program	47,983
	Total	230,155
Care 'N' Go Inc.	Commonwealth Home Support Program	1,280,723
	Community Transport Program,	196,720
	Non-government organisations health grants	21,333
	Total	1,498,776
Coast and Country Community Services Ltd	Commonwealth Home Support Program	2,095,348
	Community Transport Program	556,410
	Total	2,651,758
Community Connect Transport Services	Commonwealth Home Support Program	1,168,041
	Community Transport Program	80,639
	Total	1,248,680
Community Transport Central Coast Ltd	Commonwealth Home Support Program	3,777,528
	Community Transport Program	137,951
	Non-government organisations health grants	52,100
	Total	3,967,579

Organisation (non-government)	Program	2022-23 total funding, (ex GST)
Community Transport Organisation Ltd	Commonwealth Home Support Program	287,400
	Total	287,400
Community Transport Warren Inc.	Commonwealth Home Support Program	128,065
	Community Transport Program	75,997
	Total	204,062
Community Wheels Inc.	Commonwealth Home Support Program	2,174,910
	Community Transport Program	334,031
	Total	2,508,941
Connect Inner West Community Transport Group Inc.	Commonwealth Home Support Program	1,436,848
	Community Transport Program	131,126
	Total	1,567,974
Connect You Too Ltd	Commonwealth Home Support Program	1,374,462
	Community Transport Program	174,212
	Non-government organisations health grants	80,900
	Total	1,629,574
Easylink Community Services Ltd	Commonwealth Home Support Program	1,354,602
	Community Transport Program	135,857
	Total	1,490,459
Gandangara Transport Services Ltd	Commonwealth Home Support Program	517,407
	Community Transport Program	185,262
	Total	702,669
Holdsworth Street Community Centre	Commonwealth Home Support Program	495,632
	Community Transport Program	22,071
	Non-government organisations health grants	31,800
	Total	549,503

Organisation (non-government)	Program	2022-23 total funding, (ex GST)
Home Assistance and Regional Transport Services Inc.	Commonwealth Home Support Program	1,559,568
	Community Transport Program	266,752
	Non-government organisations health grants	48,700
	Total	1,875,020
Hornsby Kuring- gai Community Aged/Disabled Transport Service Inc.	Commonwealth Home Support Program	1,882,775
	Community Transport Program	26,761
	Non-government organisations health grants	22,500
	Total	1,932,036
Intereach Ltd Total	Commonwealth Home Support Program	573,707
	Community Transport Program	217,193
	Total	790,900
Inverell HACC Services Inc.	Commonwealth Home Support Program	554,082
	Community Transport Program	79,989
	Non-government organisations health grants	20,500
	Total	654,571
Kirinari Community Services Ltd	Commonwealth Home Support Program	694,981
	Community Transport Program	117,405
	Total	812,386
Lake Cargelligo & District Care For Aged Association Inc.	Commonwealth Home Support Program	14,636
	Community Transport Program	6,067
	Non-government organisations health grants	850
	Total	21,553
Linked Community Services Ltd	Commonwealth Home Support Program	3,475,945
	Community Transport Program	383,846
	Non-government organisations health grants	41,967
	Total	3,901,758

Organisation (non-government)	Program	2022-23 total funding, (ex GST)
Livebetter Services Ltd	Commonwealth Home Support Program	3,387,698
	Community Transport Program	1,581,190
	Non-government organisations health grants	50,400
	Total	5,019,288
Mercy Services	Commonwealth Home Support Program	2,399,818
	Community Transport Program	167,054
	Total	2,566,872
Moree Aged and Disability Services Inc.	Commonwealth Home Support Program	302,404
	Community Transport Program	118,677
	Total	421,081
Murrumburrah- Harden Flexible Care Services Inc.	Commonwealth Home Support Program	49,481
	Community Transport Program	58,255
	Total	107,736
Neighbourhood Central Ltd	Commonwealth Home Support Program	806,277
	Community Transport Program	318,465
	Non-government organisations health grants	43,650
	Total	1,168,392
New England Sector Support Team	Commonwealth Home Support Program	160,000
	Total	160,000
Northern Coalfields Community Care Association (Transport) Ltd	Commonwealth Home Support Program	700,508
	Community Transport Program	270,712
	Total	971,220
Northern Illawarra Neighbour Aid Inc.	Commonwealth Home Support Program	111,041
	Community Transport Program	47,629
	Total	158,670

Organisation (non-government)	Program	2022-23 total funding, (ex GST)
Ourcare Services Ltd	Commonwealth Home Support Program	352,599
	Community Transport Program	43,632
	Non-government organisations health grants	24,100
	Total	420,331
Oxley Community Transport Service Inc.	Commonwealth Home Support Program	1,034,470
	Community Transport Program	249,915
	Total	1,284,385
Peppercorn Services Inc.	Commonwealth Home Support Program	531,817
	Community Transport Program	241,975
	Non-government organisations health grants	30,700
	Total	804,492
Randwick Waverley Community Transport Group Ltd	Commonwealth Home Support Program	1,907,080
	Community Transport Program	55,754
	Total	1,962,834
Rylstone District Care and Transport Inc.	Commonwealth Home Support Program	115,211
	Community Transport Program	23,017
	Total	138,228
South Eastern Community Connect Inc.	Commonwealth Home Support Program	460,003
	Community Transport Program	6,008
	Total	466,011
South West Community Transport Ltd	Commonwealth Home Support Program	4,978,865
	Community Transport Program	279,168
	Total	5,258,033
St George Community Transport Ltd	Commonwealth Home Support Program	2,120,966
	Community Transport Program	122,130
	Total	2,243,096

Organisation (non-government)	Program	2022-23 total funding, (ex GST)
Stryder Inc.	Commonwealth Home Support Program	991,867
	Community Transport Program	23,535
	Non-government organisations health grants	44,900
	Total	1,060,302
Sydney Community Services	Commonwealth Home Support Program	68,742
	Total	68,742
The Community Transport Company Ltd	Commonwealth Home Support Program	4,318,980
	Community Transport Program	574,355
	Non-government organisations health grants	44,300
	Total	4,937,635
Transcare Hunter Ltd	Commonwealth Home Support Program	439,836
	Community Transport Program	261,747
	Non-government organisations health grants	10,200
	Total	711,783
Valmar Support Services Ltd	Commonwealth Home Support Program	1,533,071
	Community Transport Program	538,932
	Total	2,072,003
Wee Waa Community Care Service	Commonwealth Home Support Program	339,203
	Community Transport Program	138,526
	Non-government organisations health grants	35,900
	Total	513,629
Western Sydney Community Forum Inc.	Commonwealth Home Support Program	245,300
	Total	245,300
Total		76,703,819

Community Road Safety Grants

The Community Road Safety Grants Program provides not-for-profit organisations across NSW the opportunity to implement small-scale, local road safety projects within their communities. Locally run projects help increase road safety awareness and support safer road use.

Table 35: Community Road Safety Grants

Organisation	Project name	Project status	Amount funded (\$)
CareSouth	Drive to Thrive	Completed	4,950
Clontarf Foundation	Helping teenage Aboriginal men in NSW to grow into safe and confident drivers	In progress	30,000
Community Activities Lake Macquarie Inc. (CALM)	Kiddy Carseat 2.0	Completed	5,000
Connective Indigenous Corporation	Safe driving and keeping our culture alive.	In progress	23,600
Cycle Safe Bathurst	Roundabouts – watch it!	In progress	25,000
Down The Track Youth Enterprises Limited	Driving Youth on Track	Completed	4,990
Enough is Enough Anti-Violence Movement Inc	Safe Driving – community Intervention workshop	Completed	4,650
Ethnic Communities' Council of NSW	Be Aware, Be safe for CALD seniors	In progress	26,000
Gulġong Liquor Accord	Community Nightrider	In progress	28,080
Healthy Cities Illawarra	More than a Cyclist Illawarra	In progress	29,800
Hunter Academy of Sport	Regional athlete and family road safety program	In progress	23,000
Illawarra Multicultural Services Inc.	Safer Driving	In progress	26,000
Kenyan Community Newcastle Association -Wananchi Newcastle	In it Together	Completed	4,950
Little Blue Dinosaur Foundation	Towards Zero: LBDF Hold My Hand Playground Signage Campaign	In progress	30,000
Metro Assist	Drive & Thrive	In progress	30,000
Milparinka Heritage and Tourism Association Inc.	How to caravan safety on outback roads (and other roads)	In progress	29,500

Organisation	Project name	Project status	Amount funded (\$)
Mobility and Accessibility for Children in Australia (MACA Inc.)	Building a culture of road safety among NSW health professionals through comprehensive, evidence informed training	In progress	30,000
PCYC	Changing Lives – A PCYC NSW Driver Education Initiative	In progress	29,750
Rotary Club of Midday Grafton Inc.	One Metre Matters for Cyclists	Completed	4,680
Survive The Ride Association of NSW Inc.	Survive The Ride Rider Safety Workshop	Completed	4,850
Westpac Rescue Helicopter	Trailer towing courses for Westpac Rescue Helicopter Service staff and volunteers	Completed	4,710
Wyong District Museum and Historical Society	Purchase of bike helmets	Completed	1,500
Youthsafe	Countering crash risk of young drivers in the first 12 months of solo driving	In progress	23,532

Payment of accounts

During 2022–23, 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 36: Outstanding invoices by age at the end of each quarter

Quarter	Current (within due date)	Less than 31 days overdue	Between 31 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
Suppliers (excluding credit payments) \$ million					
September	28.46	6.06	0.54	3.68	4.12
December	26.73	2.97	1.43	1.61	4.81
March	14.62	0.9	1.49	0.13	1.41
June	397.83	13.02	0.41	0.06	1.77
Suppliers (credit payments) \$ million					
September	-26.86	-0.12	0	-0.35	-2.31
December	-25.16	-0.44	-0.14	-1.23	-2.18
March	-0.29	-0.35	-1.02	0	-0.7
June	-0.22	-0.9	-0.69	-0.01	-0.53
Small business suppliers (excluding credit payments) \$ million					
September	1.07	0.56	0.24	0.01	0.5
December	2.84	1.27	0.08	0.06	0.59
March	0.34	0.32	0.02	0	0.16
June	5.16	2.08	0.02	0	0.11
Small business suppliers (credit payments) \$ million					
September	-0.05	-0.03	0	-0.08	-0.42
December	0	-0.31	-0.02	0	-0.4
March	0	-0.01	0	0	-0.08
June	0	-0.46	-0.02	0	-0.03

Table 37: Accounts paid on time within each quarter

Quarter	September	December	March	June
All suppliers				
Number of accounts due for payment	123,176	87,815	166,832	114,522
Number of accounts paid on time	110,653	84,554	160,950	114,271
Actual percentage of accounts paid on time (based on number of accounts)	89.83%	96.29%	96.47%	99.78%
Dollar amount of accounts due for payment (\$ million)	6,548.86	6,884.85	6,360.19	7,046.51
Dollar amount of accounts paid on time (\$ million)	6,478.11	6,832.59	6,316.79	7,037.82
Actual percentage of account paid on time (based on \$)	98.92%	99.24%	99.32%	99.88%
Small business suppliers				
Number of accounts due for payment to small businesses	10,203	10,649	9,302	11,501
Number of accounts due to small businesses paid on time	9,882	10,520	9,129	11,467
Actual percentage of small business accounts paid on time (based on number of accounts)	96.85%	98.79%	98.14%	99.70%
Dollar amount of accounts due for payment to small businesses (\$ million)	201.7	223.61	180.74	236.93
Dollar amount of accounts due to small businesses paid on time (\$ million)	198.48	220.86	177.03	235.67
Actual percentage of small business accounts paid on time (based on \$)	98.40%	98.77%	97.95%	99.47%

Appendix 7: Statement on the audit about the exchange of Opal information

In 2022–23, 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 presented to the Audit and Risk Committee noting no issues with the information disclosed under this agreement.



Appendix 8: Annual reporting compliance checklist

In 2022–23, 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 presented to the Audit and Risk Committee noting no issues with the information disclosed under this agreement.

Requirement	Description	Section
Acknowledgement of Country		Acknowledgement of Country
Letter of Submission	<ul style="list-style-type: none"> Stating report submitted to Minister for presentation to Parliament Provisions under which the report has been prepared If applicable, length of lateness in submitting report and reasons If no application for extension, reasons for lateness and lack of application Signed by accountable authority 	Letter to the Ministers
Aims and objectives	<ul style="list-style-type: none"> What the agency is set out to do Range of services provided Clientele / community served 	Our purpose
Management and structure	<ul style="list-style-type: none"> Names, offices and qualifications of principal officers Organisation chart indicating functional responsibilities 	Our executive; Our operating model
Charter	<ul style="list-style-type: none"> Manner in which and purpose for which the agency was established 	About Transport
Strategic objectives and/or outcomes	<ul style="list-style-type: none"> Key agency strategic objectives and/or outcomes Current and future strategic plans to accomplish outcomes and objectives 	Our strategic direction
Management and activities	<ul style="list-style-type: none"> Describe nature and range of activities Qualitative and quantitative performance measures showing efficiency and effectiveness (if practicable) Nature and extent of internal and external performance reviews conducted and resulting improvements in achievements Benefits from management and strategy reviews Management improvement plans and achievements reaching previous targets Major problems and issues which arose Major works in progress, cost to date, dates of completion, significant cost overruns or delays / amendments 	Connecting our customers' whole lives; Successful places for communities; Transport systems and solutions enabling economic activity; Thriving people doing meaningful work; Independent reviews and taskforces

Requirement	Description	Section
Summary review of operations	<ul style="list-style-type: none"> • Narrative summary of significant operations • Financial and other quantitative information for programs or operations 	Performance summary
Land disposal	<ul style="list-style-type: none"> • If value greater than \$5,000,000 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> 	Land and property disposal
Research and development	<ul style="list-style-type: none"> • Completed and continuing research and developmental activities including resources allocated unless this will adversely affect business. 	Research and development projects 2022–23
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. 	Implementation of Price Determination
Performance information	<ul style="list-style-type: none"> • Agencies are to report performance information using a method they find appropriate. Two possible methods are outlined below: <ul style="list-style-type: none"> – Method 1: Reporting performance information with a connection to Cluster Outcomes and Business Plans and / or against the agency's own objectives / outcomes supporting its Cluster Outcomes – Method 2: Including performance information to report to what extent the agency achieved its strategic objectives / Business plan for the period 	Connecting our customers' whole lives; Successful places for communities; Transport systems and solutions enabling economic activity; Thriving people doing meaningful work

Requirement	Description	Section
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 <p>The four senior executive bands that apply for financial years ended on or after 01 July 2020 are published in the Statutory and Other Officers Remuneration Tribunal (SOORT) 2020 Annual Determination – SOORT – Public Service Senior Executive. Agencies must base their senior executive disclosures on bands set out in Treasury’s Annual Report Frequently Asked Questions.</p>	Executive and employee remuneration
Human resources	<ul style="list-style-type: none"> Number of officers and employees by category and compared to the prior year 	Executive and employee remuneration
Consultants	<p>In respect of the engagement during the annual reporting period of a consultant by or on behalf of the agency (other than the NSW Trustee or the Senate, Board of Governors or Council of a university), the following details -</p> <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 <p>Or a statement that no consultants used</p>	Payments to consultants
Promotion	Overseas visits by officers and employees with main purposes highlighted e.g. to promote investments in NSW	Overseas travel
Legal Change	<ul style="list-style-type: none"> Changes in Acts and subordinate legislation Significant judicial decisions affecting agency or users of its services 	Legal change
Economic or other factors	<ul style="list-style-type: none"> Factors affecting achievement of operational objectives 	Not applicable

Requirement	Description	Section
Events arising after the end of the annual reporting period	<ul style="list-style-type: none"> • After the end of the annual reporting period, events having a significant effect on: <ul style="list-style-type: none"> – Financial operations – Other operations – Clientele/community served 	Volume 2, After balance date events: Department of Transport – note 31; Transport for NSW – note 32
Risk management and insurance activities	<ul style="list-style-type: none"> • Report on the risk management and insurance arrangements and activities affecting the agency 	Risk management and insurance activities
Internal audit and risk management policy attestation	<ul style="list-style-type: none"> • Agency`s heads must: <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, and – ensure that this Statement is published in the Annual Report, adjacent to the requirement to disclose ‘risk management and insurance activities’ • The above requirement does not apply to SOCs and universities. 	Internal audit and risk management policy attestation
Cyber Security Policy attestation	<ul style="list-style-type: none"> • Agency`s heads must include an annual report attestation statement addressing the following: <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), – confirmation of the agency’s Information Security Management System/s (ISMS), Cyber Security Management Framework/s and/or Cyber Security Framework (CSF) including certifications or independent assessment where available, and – what the agency is doing to continuously improve the management of cyber security governance and resilience • See page 14 of the CSP for suggested wording 	NSW Cyber Security Policy attestation statement
Compliance with the <i>Privacy and Personal Information Protection Act 1998</i>	<ul style="list-style-type: none"> • Statement of the action taken by the agency in complying with the requirements of the Privacy and Personal Information Protection Act 1998 (PPIPA) and statistical details of any review conducted by or on behalf of the agency under Part 5 of the PPIPA. 	Privacy Management Plan

Requirement	Description	Section
<i>Government Information (Public Access) Act 2009 reporting</i>	<ul style="list-style-type: none"> • Details of the agency's review under s7(3) of the Act during the year and details of any information made publicly available as a result of the review • Total number of access applications received during the year (including withdrawn applications but not including invalid applications) • Total number of access applications received that agency refused, either wholly or in part, because the application was for disclosure of information for which there is conclusive presumption of overriding public interest against disclosure • Statistical information as described in Sch two • Each agency referred to in Sch three of the Regulation (subsidiary agency) is declared to be part of and included in the parent agency specified in Sch three. <p>Report the following;</p> <ul style="list-style-type: none"> • Number of public officials who have made a public interest disclosure (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 	Access to government information
Public Interest Disclosures	<ul style="list-style-type: none"> • Number of PIDs finalised • Whether the public authority has a PID policy in place • Actions taken to ensure staff awareness responsibilities under s6E(1)(b) of the Public Interest Disclosures Act 1994 (PIDA) have been met. <p>In relation to the first two points above, report separately;</p> <ul style="list-style-type: none"> • Public Interest Disclosures (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 	Public interest disclosures
Other information	<ul style="list-style-type: none"> • 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 agency's website) 	Inside front cover

Requirement	Description	Section
Workforce Diversity	<ul style="list-style-type: none"> Agencies 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 Agencies must report on the workforce diversity achievements during the reporting year and the key workforce diversity strategies proposed for the following year Universities which are prescribed for the purposes of workforce diversity, under the <i>Government Sector Employment Regulation 2014</i>, are encouraged to continue to include workforce diversity information, in the same terms, in their annual reports 	Workforce diversity
Disability Inclusion Action Plans	<ul style="list-style-type: none"> If the agency is required to have a disability inclusion action plan under the Disability Inclusion Act 2014, a statement setting out the progress during the reporting year in implementing that plan 	Disability Inclusion Action Plan
Work Health and Safety	<ul style="list-style-type: none"> Statement setting out WHS performance Details of injuries and prosecutions under the Work Health and Safety Act 2011 	Work health and safety performance
<i>Modern Slavery Act 2018</i> (NSW) reporting	<ul style="list-style-type: none"> Statement of the action taken by the agency in relation to any issue raised by the Anti-slavery Commissioner during the financial year then ended concerning the operations of the agency and identified by the Commissioner as being a significant issue. Statement of steps taken to ensure that goods and services procured by and for the agency during the financial year then ended were not the product of modern slavery within the meaning of the <i>Modern Slavery Act 2018</i>. 	Ensuring sustainable procurement practices

Transport for NSW Annual Report

Volume 1
2022-23

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