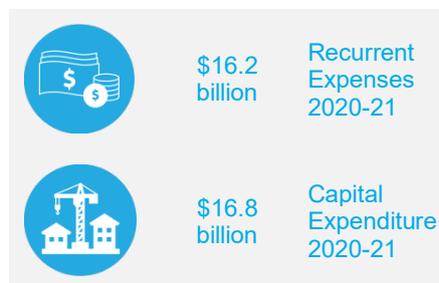


8. TRANSPORT CLUSTER

8.1 Introduction

The Transport Cluster plans and delivers infrastructure and integrated services across all modes of transport, including road, rail, metro, bus, ferry, light rail, cycling and walking.

The Cluster contributes to economic growth and wellbeing in New South Wales by delivering integrated services, managing assets, and improving the transport system to enable the safe, efficient and reliable movement of people and goods. It connects us to each other and to the great social, cultural and leisure activities that the State has to offer.



State Outcomes to be delivered by the Transport Cluster

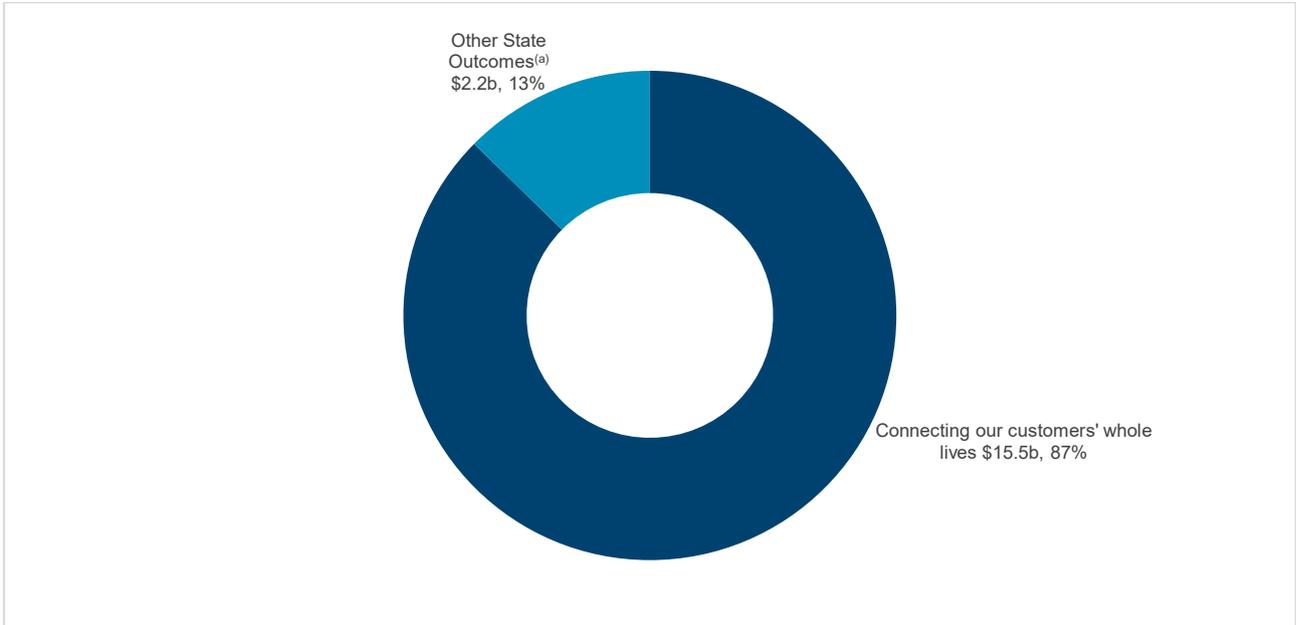
| State Outcomes What the Cluster is delivering for people and business | Example Programs^(a) underway to support delivery of Outcomes |
|---|---|
| <p>1. Connecting our customers' whole lives</p> <p>Transport plays a vital role in the lives of its customers, delivering transport solutions catering for the range of journey types needed by people and freight. Transport delivers safe and seamless journeys, and new mobility options and experiences by delivering services and maintenance, focused on reliability, availability and customer experience.</p> <p><i>2020-21 investment: \$14.3 billion recurrent expenses & \$2.5 billion capital expenditure</i></p> | <ul style="list-style-type: none"> Greater Sydney mobility, including More Trains More Services, New Intercity Fleet, Bus services Regional and outer metropolitan mobility, including Fixing Local Roads, Fixing Country Bridges State-wide customer services and technology, including registration and ticketing support Transport safety, including road safety |
| <p>2. Successful places for communities</p> <p>Transport helps create places that integrate the right mix of infrastructure, services, access and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes. Transport works in close partnership with communities to ensure the places created reflect its people and culture, protecting and enhancing communities and their environments.</p> <p><i>2020-21 investment: \$966.8 million recurrent expenses & \$582.2 million capital expenditure</i></p> | <ul style="list-style-type: none"> Access upgrades and schemes, including Transport Access Program and Commuter Car Parking Program Precincts Productivity through partnerships, including support programs and subsidies |
| <p>3. Sustainable transport systems and solutions supporting economic activity</p> <p>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 for the people of NSW. Transport invests in network enhancements, efficient networks and manages and maintains quality assets.</p> <p><i>2020-21 investment: \$909.7 million recurrent expenses & \$13.7 billion capital expenditure</i></p> | <ul style="list-style-type: none"> Greater Sydney capacity enhancements, including metros, motorways, light rail and major road upgrades Regional and outer metropolitan capacity enhancements, including fast rail |

(a) Note that Programs are being further refined as the *outcome and performance framework* continues to mature.

8.2 Overview of Cluster expenses by State Outcome

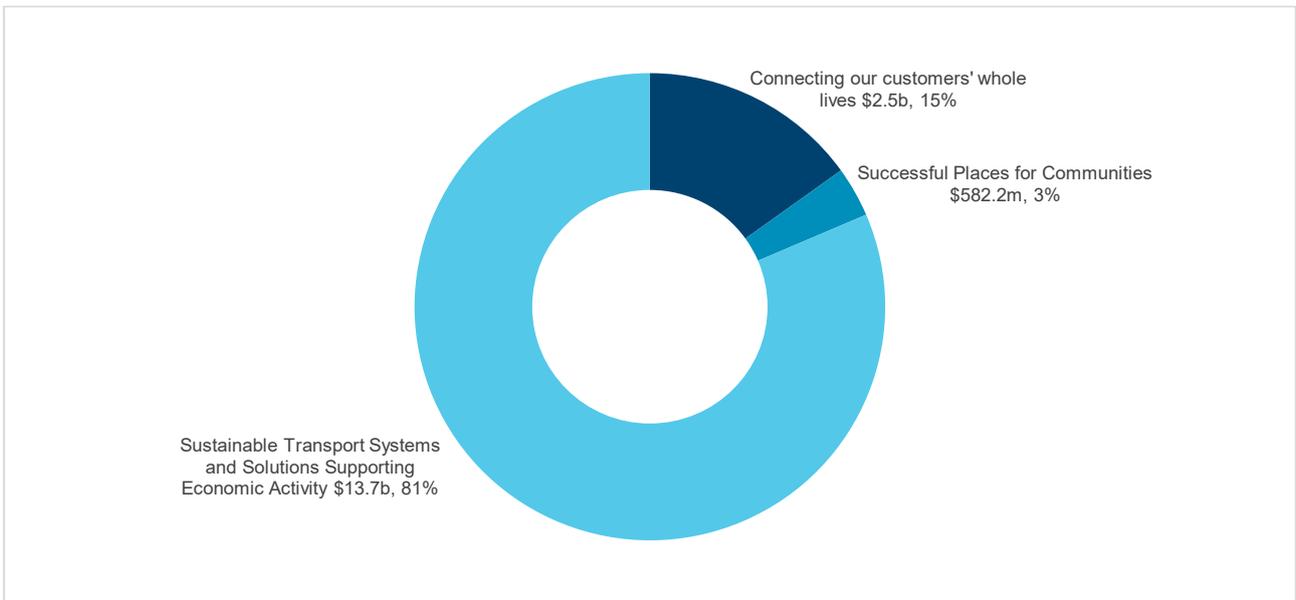
A summary of expenses by State Outcome is provided in the charts below.

Chart 8.1: Recurrent expenses by Outcome 2020-21 (dollars and %)



- (a) Grouped for presentation purposes, "Other State Outcomes" comprises:
- Successful Places for Communities
 - Sustainable Transport Systems and Solutions Supporting Economic Activity.

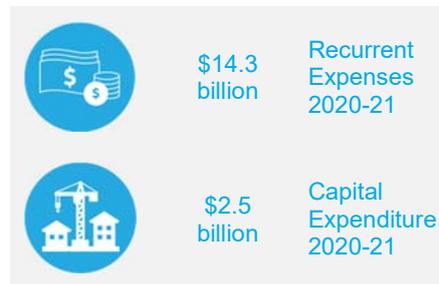
Chart 8.2: Capital expenditure by Outcome 2020-21 (dollars and %)



8.3 Outcome 1: Connecting our customers' whole lives

State Outcome overview and 2020-21 investment

Transport plays a vital role in customers' lives, delivering and enabling transport solutions that blend seamlessly into customers' lifestyles, catering for the wide range of journey types, needed by people and for freight. Transport works to meet customers' expectations of effortless, accessible, and personalised journeys, regardless of mode, which are safe, reliable, accessible, and sustainable. This includes creating solutions for the complete journey - blending public and private, car share, On Demand, active and personal mobility.



2020-21 State Outcome Budget highlights

In 2020-21, the Transport Cluster will invest \$16.8 billion (\$14.3 billion recurrent expenses and \$2.5 billion capital expenditure) in this Outcome, including:

- \$1.6 billion (\$1.5 billion recurrent and \$49.0 million capital) for bus services in 2020-21 throughout New South Wales, including regional and metropolitan bus services, school services and funding of new and replacement buses
- \$1.1 billion (\$4.0 billion over four years) to continue to deliver More Trains, More Services for increased rail services, and more frequent and additional services on the Illawarra, Airport and South Coast lines
- \$647.9 million (\$2.0 billion over four years) to continue NSW and Australian Government investment to improve road safety including a significant increase in investment through the Road Safety Plan 2021 targeting high risk areas with a regional focus
- \$335.0 million (\$1.6 billion over four years) to continue delivery of the New Intercity Fleet to deliver a new, state-of-the-art fleet that will provide a new level of comfort and convenience for customers who travel between Sydney, the Central Coast and Newcastle, the Blue Mountains, and the South Coast
- \$312.0 million (\$691.0 million over four years) for the Fixing Local Roads program, which is helping regional councils repair, maintain and seal the roads that matter to local communities, including an Australian Government funding contribution of \$191.0 million
- \$194.4 million (\$14.2 million recurrent and \$180.2 million capital over four years) for wharf upgrades and maritime infrastructure investment across NSW, including upgrades to ferry wharves at Darling Point, Double Bay and Greenwich Point as well as ongoing maintenance and upgrades to various regional maritime assets
- \$115.0 million (\$414.0 million over two years) to accelerate a range of regional Transport programs and projects, including Fixing Country Bridges, regional bus services and regional road projects, aimed at supporting jobs and stimulating the economy in regional New South Wales
- \$87.6 million in capital (\$134.4 million over four years) for the Fixing Country Rail program to provide improved capacity, access, efficiency and reliability of the regional rail network
- \$84.1 million (\$400.3 million over four years) for NSW and Australian Government funded works on the Newell Highway, include overtaking lanes, flood mitigation and planning for the Parkes Bypass

- \$79.0 million (\$73.5 million over the next four years), including \$2.0 million in 2020-21, to commence planning for upgrades to complete the duplication of Heathcote Road and planning for future upgrades of Picton Road
- \$59.7 million (\$202.4 million over four years) for regional road safety and mobility enhancements on the Monaro Highway, Mitchell Highway, Kings Highway and Waterfall Way, including overtaking lanes and the Nelligen Bridge upgrade
- \$43.3 million (\$1.3 billion over four years) for the Regional Rail Fleet program to replace the ageing fleet and provide a new maintenance facility in Dubbo. The new trains will improve accessibility, amenities and reliability for customers who travel from Sydney to many regional centres in NSW, as well as Canberra, Melbourne and Brisbane
- \$24.0 million (\$78.6 million over four years) for continuing Barton Highway improvements including the Australian Government funded Barton Highway duplication
- \$20.0 million (\$302.4 million over four years) to continue NSW and Australian Government funded planning and preconstruction for the Newcastle Inner City Bypass from Rankin Park to Jesmond
- \$0.5 million for a feasibility study into a foreshore walkway from the Opera House to Parramatta.

Key performance insights

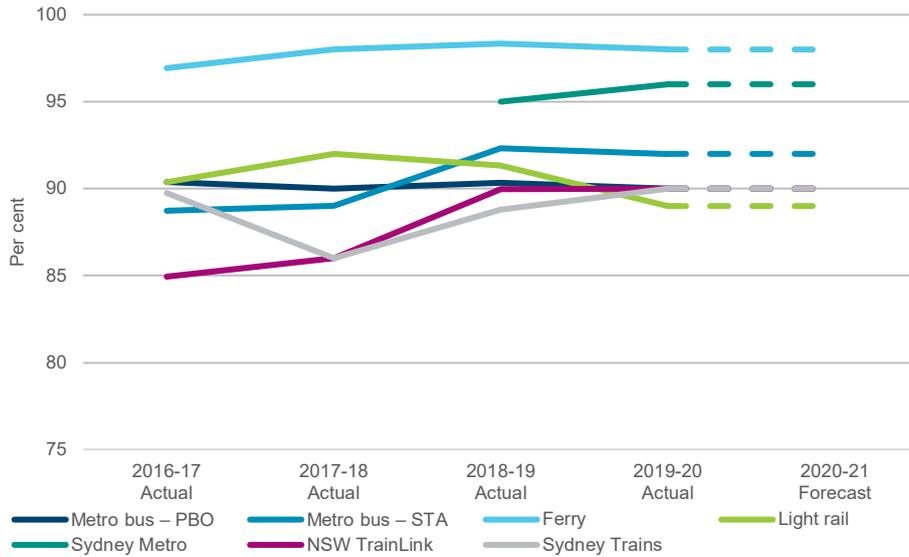
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Customer satisfaction

This indicator measures customer satisfaction across key satisfaction drivers, including timeliness, safety and security, ticketing, convenience, accessibility, comfort, cleanliness, information, and customer service. Maintaining or improving shows how well Transport connects customers' whole lives.

Performance against this indicator is on track to meet performance targets. Since measuring customer satisfaction in 2012, for public transport and subsequently road and Metro customers, customer satisfaction has been maintained or improved on all modes and is meeting targets.

Chart 8.3: Customer satisfaction



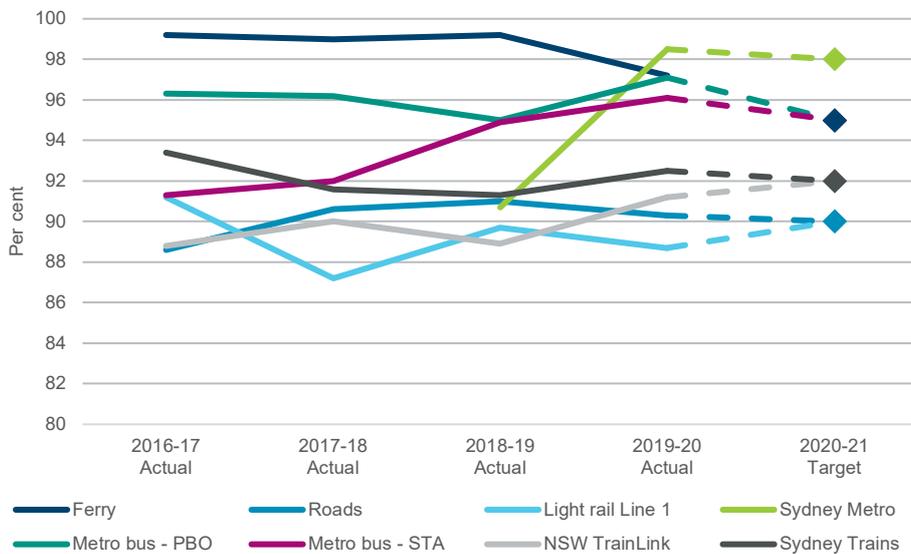
Note: Performance targets are in development.

Reliability

Improved reliability means people can expect consistent travel time, and spend less time waiting. Reliability is maintained or improved for some modes of public transport and for roads.

Performance against this indicator is on track to meet performance targets. To maintain and improve reliability, Transport has been working to introduce new more comfortable and reliable fleet onto the network, including through the More Trains, More Services program, the New Intercity Fleet and new Regional Rail Fleet, delivering game changing infrastructure like the M8 Motorway and Parramatta Light Rail, along with accelerating some maintenance work while travel patterns are changing in response to COVID-19. This work is designed to move people around more efficiently and deliver more reliable travel. The Bridges for the Bush program also increases road freight productivity and reduces maintenance costs as old timber bridges are replaced.

Chart 8.4: Reliability

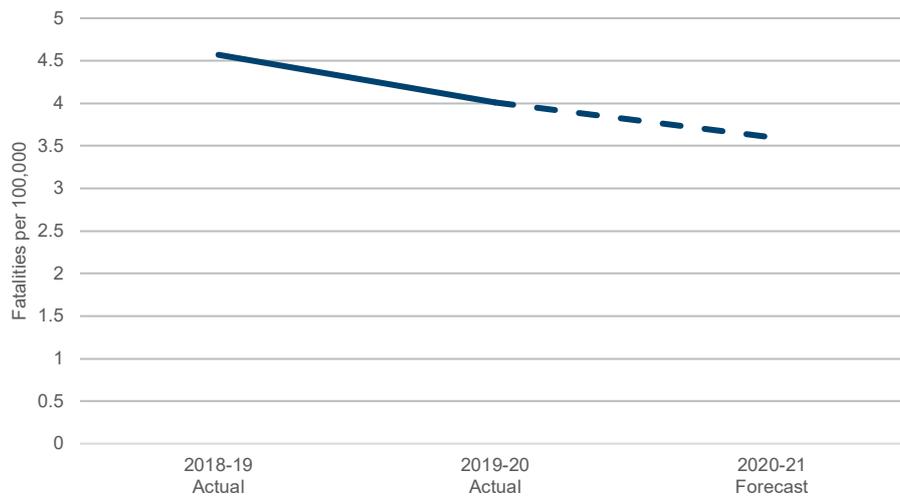


Safety

Road safety reflects lives lost on the road. Reducing this rate ensures people are experiencing safer journeys. The NSW Road Safety Plan 2021 set a target to reduce this by 30 per cent. Making road travel safer will reduce the devastating impact of trauma and serious injury on communities.

Performance against this indicator continues to improve. To further improve safety, Transport is building safer systems, exploring innovative solutions such as cameras with artificial intelligence, connected and automated vehicles and behavioural changes through policy, regulation and information.

Chart 8.5: Total NSW Road fatalities per 100,000 population



Performance indicators for this Outcome

| Outcome Indicators ^(a) | Units | 2019-20 Actual | 2020-21 Forecast |
|--|-------|----------------|------------------|
| Customer satisfaction | % | | |
| Sydney Metro bus – PBO ^(b) | | 90.0 | ≥90 |
| Sydney Metro bus – STA | | 92.0 | ≥92 |
| Ferry | | 98.0 | ≥98 |
| Light rail | | 89.0 | ≥89 |
| Sydney Metro | | 96.0 | ≥96 |
| NSW TrainLink | | 90.0 | ≥90 |
| Sydney Trains | | 90.0 | ≥90 |
| Day-return regional - per cent of regional population with access to public transport day-return to nearest city or major centre | % | 90.2 | ≥90 |
| Reliability | % | | |
| on-time running (Ferry) | | 97.2 | 95.0 |
| Road journey time reliability | | 90.3 | 90.0 |
| headway (Light rail line 1) ^{(c) (d)} | | 88.7 | 90.0 |
| headway (Sydney Metro) | | 98.5 | 98.0 |
| on-time running (Metro bus – PBO) ^(b) | | 97.1 | 95.0 |
| on-time running (Metro bus – STA) | | 96.1 | 95.0 |
| on-time running (NSW TrainLink) | | 91.2 | 92.0 |
| punctuality (Sydney Trains) | | 92.5 | 92.0 |
| Safety - Total NSW Road fatalities per 100,000 population ^(e) | no. | 4.0 | ≤3.6 |

Notes

- (a) All customer satisfaction indicators are based on November 2019 results for 2019-20. All public transport reliability indicators for 2020-21 are targets. A customer satisfaction survey for road users was not undertaken in 2019-20 due to COVID-19.
- (b) PBO: Private Bus Operator
- (c) A light rail service is considered on time if a headway is achieved within a two-minute tolerance. A headway is the time between two vehicles on the light rail network.
- (d) Light rail line 1, is the route from Central Station to Dulwich Hill.
- (e) Road fatalities rate per 100,000 population is the 2019-20 preliminary 12 months result to June 2020.

8.4 Outcome 2: Successful places for communities

State Outcome overview and 2020-21 investment

Transport helps create places that integrate the right mix of infrastructure, services, access and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes. At the heart of communities are places – where people come together to interact, transact and travel to other communities. Transport works in close partnership with communities to ensure the places created reflect its people and culture, protecting and enhancing communities and their environments.



2020-21 State Outcome Budget highlights

In 2020-21, the Transport Cluster will invest \$1.5 billion (\$966.8 million recurrent expenses and \$582.2 million capital expenditure) in this Outcome, including:

- \$268.0 million (\$958.0 million over four years) to continue the upgrade of train stations and additional ferry wharves under the Transport Access Program to make them more accessible including new lifts, ramps and footbridges
- \$230.0 million (\$608.2 million over four years) in NSW and Australian Government funding to provide additional car spaces through the Commuter Car Parking program
- \$78.5 million recurrent for the Commonwealth Home Support Program to support older individuals to stay independent and in their own home for longer by providing transportation for medical and recreational reasons
- \$42.1 million recurrent (\$173.4 million over four years) for transport disability subsidies including the Taxi Transport Subsidy Scheme and the Wheelchair Accessible Taxi Driver Incentive Scheme
- \$1.0 million (\$13.1 million over two years) to improve flood immunity on Wakehurst Parkway, and improve access to the Northern Beaches Hospital and other services for the local community.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

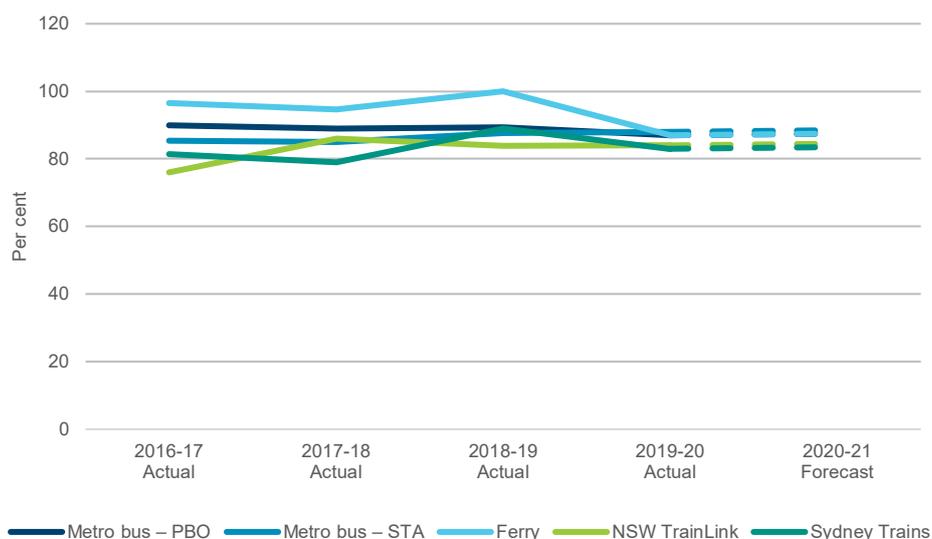
Customer Satisfaction for people with disability

This indicator demonstrates that people with a disability or other mobility limitations will have the same access to services as the rest of the community - resulting in social and economic inclusion and wellbeing. Customer satisfaction for people with a disability also indicates whether people with disability have the same experience of modes as the general population.

Performance against this indicator is currently stable. Transport is delivering the Transport Access program to improve access to public transport for people with limited mobility. This includes upgrading train stations and ferry wharfs, ensuring wayfinding is more accessible. Transport is also designing and building new fleet and stations that are accessible. Sydney Metro projects are focused on inclusive place making to enhance communities.

Initiatives like the Regional Seniors Travel Card also help to support connections for people in rural and regional and remote NSW communities.

Chart 8.6: Customer satisfaction for people with disability



Note: Performance targets are in development.

Performance indicators for this Outcome

| Outcome Indicators | Units | 2019-20 Actual ^(a) | 2020-21 Forecast |
|--|-------|-------------------------------|------------------|
| Customer satisfaction for people with disability | % | | |
| Metro bus – PBO ^(b) | | 87.0 | ≥87 |
| Metro bus – STA | | 88.0 | ≥88 |
| Ferry | | 87.0 | ≥87 |
| NSW TrainLink | | 84.0 | ≥84 |
| Sydney Trains | | 83.0 | ≥83 |

Notes

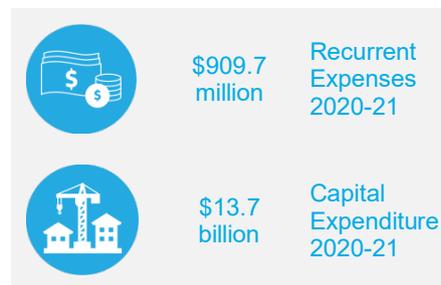
(a) All customer satisfaction for people with disability indicators for 2019-20 are based on November 2019 results.

(b) PBO: Private Bus Operator.

8.5 Outcome 3: Sustainable transport systems and solutions supporting economic activity

State Outcome overview and 2020-21 investment

The transport system powers and connects a globally competitive and sustainable New South Wales. Transport plays a critical role in driving economic growth and improving quality of life with a new focus on place and mobility. Transport will support the transformation of regional centres into hubs for investment, employment, tourism and essential services. Transport invests in network enhancements, manages and maintains quality assets and efficient networks.



2020-21 State Outcome Budget highlights

In 2020-21, the Transport Cluster will invest \$14.6 billion (\$909.7 million recurrent expenses and \$13.7 billion capital expenditure) in this Outcome, including:

- \$2.7 billion (\$8.3 billion over four years) to continue delivery of the Sydney Metro City and Southwest linking Chatswood and Bankstown
- \$2.1 billion (over \$10.4 billion over four years) to progress construction of Sydney Metro West, to provide a faster, easier and more reliable journey between Westmead and the Sydney CBD
- \$1.3 billion (\$3.1 billion over four years) to continue construction of the WestConnex Motorway including delivery of the final stage of the project, the M4-M5 link tunnels and Rozelle Interchange by 2023
- \$810.0 million (\$9.2 billion over four years) for the planning and construction for the NSW and Australian Government funded Sydney Metro – Western Sydney Airport to be completed in time for the opening of the airport
- \$656.5 million (\$1.4 billion over four years) to continue construction of Parramatta Light Rail (Stage 1) to support growth in Western Sydney by connecting new communities and places
- \$547.9 million (\$1.5 billion over four years) for NSW and Australian Government funded road upgrades to support the new Western Sydney Airport at Badgerys Creek including The Northern Road between Narellan and Penrith and the M12 Motorway
- \$544.6 million (\$4.2 billion over four years) to commence construction on the Sydney Gateway project and continue planning and preconstruction activities for the M6 Stage 1 Extension
- \$431.9 million (\$1.4 billion over four years) for NSW and Australian Government funded projects underway on the Princes Highway, including the new Nowra Bridge, the Batemans Bay Bridge, Albion Park Rail Bypass and the Berry to Bomaderry Upgrade, as well as planning for further upgrades to the Princes Highway between Nowra and the Victorian border to improve safety, journey times and freight efficiency
- \$356.3 million (\$5.7 billion over four years) for the planning and preconstruction for the Western Harbour Tunnel and Warringah Freeway Upgrade as part of the Western Harbour Tunnel program

- \$341.9 million (\$383.4 million over four years) to continue the NSW and Australian Government funded Pacific Highway upgrade program, including completing construction between Woolgoolga and Ballina
- \$169.1 million (\$603.8 million over the next four years) for Pinch Points and Clearways, including programs such as Gateway to the South, Hunter Pinch Points and the recently announced State and Commonwealth Government Pinch Point stimulus of \$240m
- \$135.0 million (\$1.0 billion over four years) for the planning and preconstruction activities for the NSW and Australian Government funded Coffs Harbour Bypass
- \$76.7 million recurrent (\$175.2 million over three years) for the Regional Seniors Travel Card program providing \$250 per year towards fuel, taxi travel or NSW TrainLink tickets for eligible seniors living in regional New South Wales
- \$36.0 million to extend savings for primary producers on heavy vehicle registration charges until 1 July 2021 as part of the Government's drought support package
- \$31.4 million (\$258.3 million over four years) initial NSW and Australian Government investment in a Fast Rail network, including planning for improved alignment north of Mittagong, duplication between Berry and Gerringong, planning of a new alignment between Sydney and Woy Woy, and planning work to improve the route to the Central West to support faster travel times
- \$10.9 million (\$19.0 million over two years) for the Skill and Employment Generation program to significantly increase the apprenticeship intake for trade skills across road and rail industry sectors, expanding the graduate entry program and expansion of the Rail Skills Centre.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

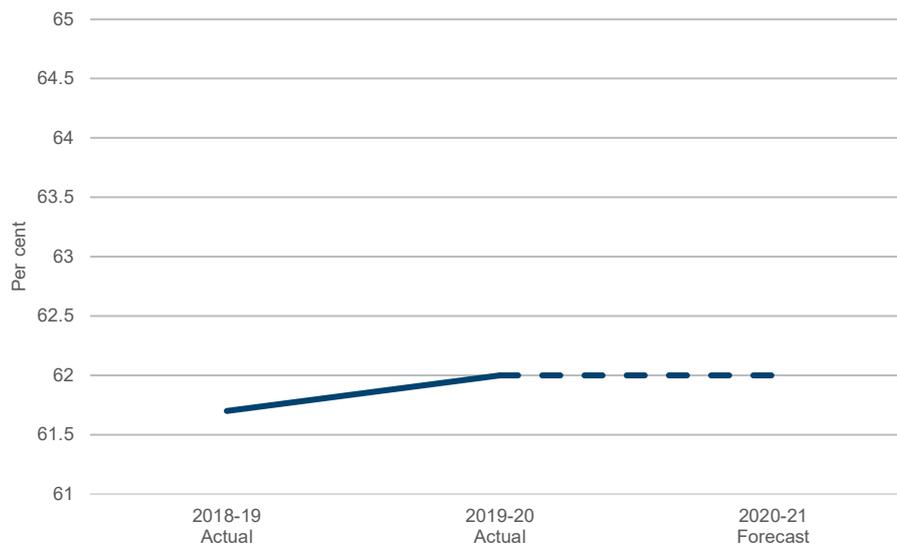
30-minute city

This indicator reflects the capability of the transport network to provide 30-minute peak-hour access (the 30-minute city) to metropolitan centres for people living in Greater Sydney. Access to employment, services and education drives economic growth and quality of life.

Performance against this indicator is currently stable. Transport will continue to improve performance by delivering game changing infrastructure like Sydney Metro, Parramatta Light Rail, NorthConnex Tunnel and WestConnex (including the recently delivered M8 Tunnel, the M4-M5 link and Rozelle Interchange projects in delivery). Exploring projects like faster rail will also bring new opportunities to connect regions with services and jobs, and enable economic activity. Changes to ways of working, in response to COVID-19, has also provided Transport with the opportunity to reshape demand and travel patterns which will further enable a 30-minute city.

Transport will deliver more efficient freight networks with projects like the Sydney Gateway which will deliver economic benefit through improved freight movements and connections to Sydney Airport and Port Botany.

Chart 8.7: Proportion of dwellings able to reach their nearest metropolitan centre using public transport and/or walking within 30 minutes



Note: Performance targets are in development.

Performance indicators for this Outcome

| Outcome Indicators | Units | 2019-20 Actual | 2020-21 Forecast |
|--|-------|----------------|------------------|
| 30-minute city - Proportion of dwellings able to reach their nearest metropolitan centre using public transport and/or walking within 30 minutes | % | 62.0 | ≥62 |