Transport
for NSW

Transport Strategic Asset and Services Plan

December 2023, Version 6.0

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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.

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2.0 Draft	October 2020	Draft version for submission to Treasury
3.0 Draft	December 2020	Tidy and style conformance. Minor management edit and copy editing done
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1. Introduction

The Transport Strategic Asset and Services Plan (SASP) defines an overarching strategy and process for asset management planning. It is a high-level strategic document that captures the relationship between Transport's organisational objectives and how they translate into asset management objectives. The SASP also specifies the approach for developing asset management plans, and the supporting role of Transport's asset management system in achieving asset management objectives.

In October 2019, NSW Treasury published the Policy and Guidelines Paper Asset Management Policy for the NSW Public Sector (TPP 19-07). A key requirement of TPP 19-07 is the preparation of a Strategic Asset Management Plan (SAMP). Transport refers to a SAMP as a SASP to highlight that the assets are owned and managed to provide the services required by Transport customers.

The Transport SASP is updated annually to assist with the organisation's planning for a future financial year. This version supports planning for the 2025-26 financial year. Each Transport division prepares a divisional SASP on an annual basis in accordance with Transport's asset management system. The divisional SASP forms Part 3 of the divisional Strategic Plan and aligns with the latest version of the Transport SASP. SASPs are not required below divisional level. If agencies, branches or service providers choose to include a SASP or SAMP as part of their asset management system it must align with the respective divisional SASP and Transport SASP.

Figure 1 shows the relationship between the Transport SASP, TPP 19-07, Transport Asset Management Policy (CP23007), Transport for NSW: Asset Management Framework (AMF), divisional SASPs, and Asset and Services Plans (ASPs) that are produced at various levels of the organisation.
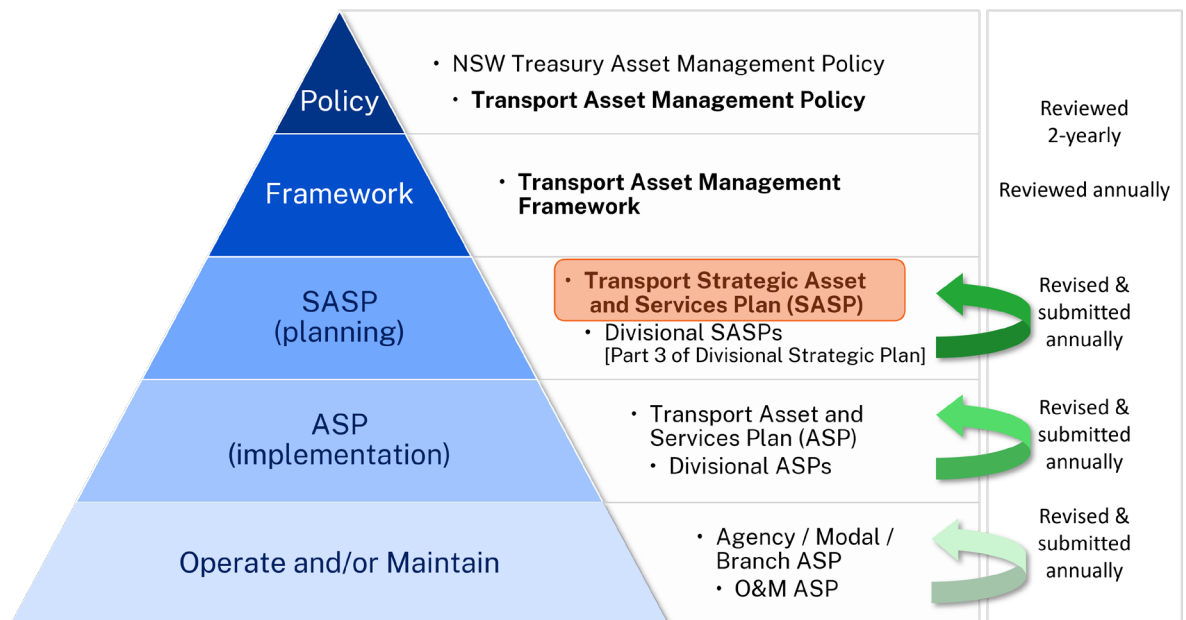

Figure 1:   Hierarchy of key Transport asset management documents

1.1 Purpose and scope

The Transport SASP:

- Demonstrates a structured and systematic approach to asset management for the long-term sustainable management of assets and delivery of services to Transport customers.
- Describes the alignment between the organisational objectives and asset management objectives.
- Outlines Transport's key systems, governance and processes, and planned improvements that advance asset management maturity.
- Is applicable to all agencies that are accountable to the Transport Secretary.

This document is intended to fulfil the SAMP requirement of TPP 19-07, and is to be read in conjunction with the AMF. Defined terms in this document can be found in the AMF Glossary.

1.2 Using this document

👪 Who is this document for?

This document will be used by Transport asset management teams to integrate and improve asset management and implement Transport's corporate objectives of delivering better outcomes for customers, communities and the people of NSW. It is also for:

- Transport executives, staff and service providers who manage assets or deliver services internally or to Transport customers.
- Transport staff accountable for financial management or who are involved in implementing the TPP 19-07.
- People who provide support services within Transport.
- Staff who plan for future assets and services.
- People who procure or construct Transport assets and services.

✓ What does this document do?

This document:

- Describes how Transport Asset Management Objectives are aligned to, and consistent with, Transport organisational objectives and State Outcomes.
- Provides a framework for alignment and consistency of divisional and service provider objectives.
- Sets the framework to assist Transport to improve its financial sustainability and deliver improved customer outcomes.
- Contains hyperlinks with Transport internal publications. Not all links will be available for external publication.
- Documents the activities required to establish, maintain and improve Transport's Asset Management Framework.

✗ What is not in this document?

This document does not:

- Include the content of the AMF, standards, procedures, guidance material, templates or tools for asset management implementation.
- Consider the funding required to achieve asset management objectives. That information is contained in the Transport ASP.

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2. Organisation context

2.1 Roles and accountabilities

Organisational roles and accountabilities are based on the current Transport operating model and change when the operating model is realigned to suit changing priorities. High-level asset management accountabilities for each division that manages physical assets are shown in Appendix A.1 Table 1. When preparing SASPs and ASPs, divisions and agencies need to consider priorities raised in Section 5.1.1 and ensure strategic alignment with other relevant government priorities or initiatives. Government initiatives include Property Asset Utilisation Taskforce (PAUT), Digital Strategy and NSW Climate Change Policy Framework.

To facilitate the development of divisional SASPs and ASPs, each Deputy Secretary has appointed a divisional representative to convene working groups, gather and organise information and compile the required artefacts. This typically includes coordinating input from branches, modes, service providers and financial controllers.

The Asset Life Cycle Key Roles Supporting Guide identifies critical functional roles and the high-level accountabilities and responsibilities of key roles within the asset life cycle. Detailed information about roles and responsibilities is provided in relevant terms of reference, standards, guides, frameworks and other documents that are intended to support the delivery of asset management outcomes and objectives.

2.2 Transport customers and stakeholders

External and internal stakeholder requirements are key inputs into asset management activities and plans. Figure 2 shows an example of stakeholder groups that control, administer, and influence Transport's asset and quality management activities.

Community
- Greater Sydney
- Regional NSW
- Commerce and industry

Customers
- Road users
- Active transport participants
- Freight industry
- Public transport passengers (bus, ferry, light rail, rail)

Internal
- TfNSW Divisions
- Transport cluster agencies

Industry partners
- TfNSW service providers
- Supply chain
- Industry bodies (e.g. Austroads)

Government
- Federal government
- NSW State government, including: Treasury, Infrastructure NSW, Police, Revenue, Cabinet Office and Premier's Dept, Dept of Planning and Environment, and Dept of Customer Service
- Regulators

Figure 2:   Examples of Transport customers and stakeholders

3. Asset Management Framework

The AMF describes Transport's overarching asset management system. This integrated asset management system provides a structure to direct, coordinate and control asset management activities relating to the balancing of cost, risk, and performance to deliver the desired customer-focused outcomes. The AMF provides Transport with the assurance that asset management activities will deliver an integrated, modern transport system. The AMF comprises:

- Inputs including policies, Transport outcomes, Government priorities, strategies, and organisational objectives.
- Connected and related business processes including standards, procedures, governance, assurance and improvement programs, that turn Transport Asset Management Objectives into risk-based and sustainable asset and non-asset solutions.
- Outputs including artefacts like the SASP, ASP and asset attestation.
- Feedback loops including assurance management activities and improvement programs.

Figure 3 provides a visual representation of the AMF. There are seven key elements of the system that align with the requirements of AS ISO 55001:2014 Asset management - Management systems – Requirements. The integration of the asset management system with the strategies, frameworks, or processes under the 'Support' heading are described in the AMF.

Figure 3:   Transport's Asset Management Framework

4.　Transport assets

The asset register generally incorporates the current state, cost, condition, and age of existing assets. As each division develops and implements their asset investment plans, assets will be accepted into or removed from the asset portfolio. Transport manages a financial asset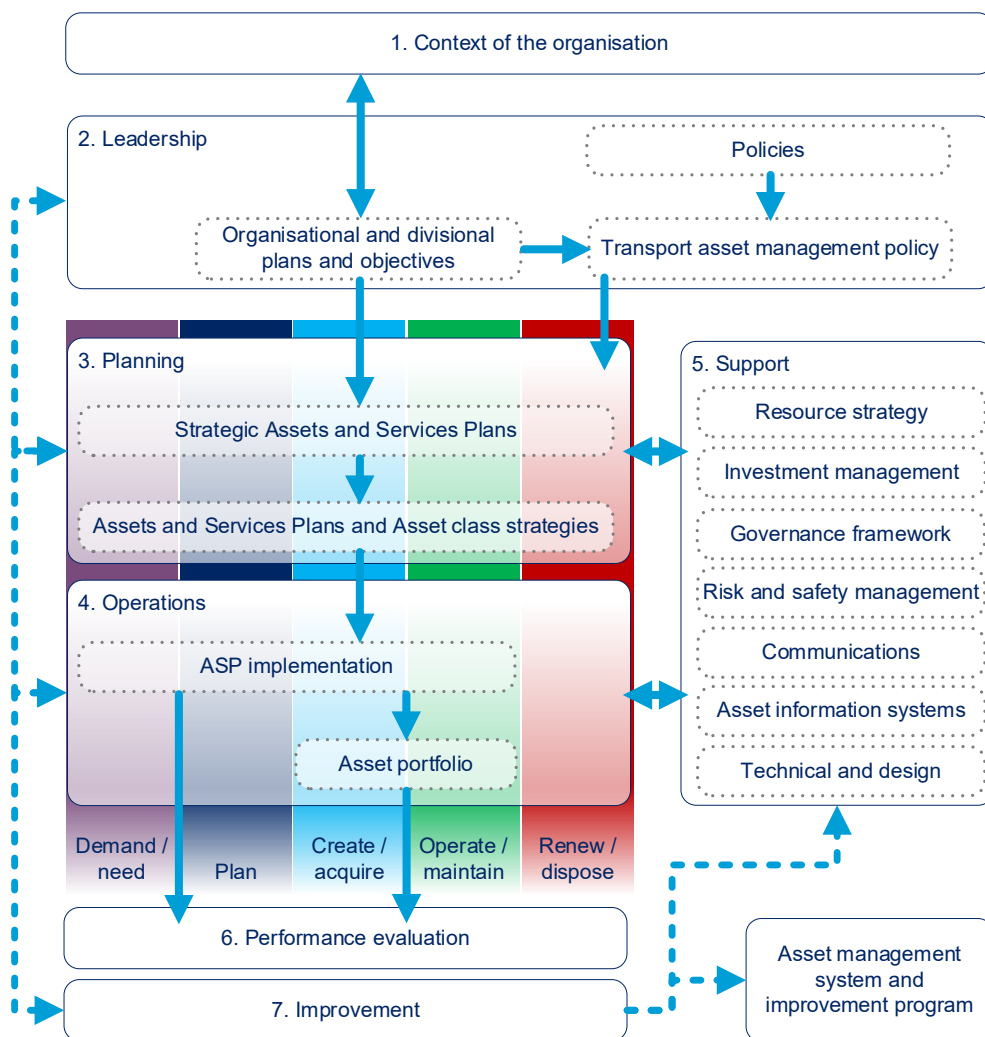 register linked to the financial information system that is updated with information from TfNSW asset registers. This information is used to provide valuation information. The total financial value of TfNSW assets is provided in TfNSW annual reports containing consolidated annual financial statements.

Transport Asset Holding Entity of New South Wales (TAHE) is the owner and strategic asset manager of an extensive portfolio of rail network assets across NSW. TAHE's asset portfolio of railway assets include property, stations, rolling stock, rail infrastructure, retail spaces and land holdings within the Sydney metropolitan area, and the Country Regional Network across regional NSW. TfNSW is the agent and Asset Custodian for TAHE's transport infrastructure assets. Further details including financial value of the assets are provided in TAHE annual reports. TAHE is transitioning from its current operating model and status as a State owned corporation (SOC) to a non-commercial public non-financial corporation (PNFC). Legislative changes enacting this transition and entity name change will be introduced by the NSW Government from 2023 to June 2024. Under this new model TAHE will no longer have a commercial imperative for its asset portfolio. This new structure will increase the focus on financial sustainability and on maximising the value of existing assets. TAHE's requirements under TPP 19-07 will change as a result of this transition.

Transport manages a diverse and complex transport system while also managing and shaping the future of the NSW transport system. Transport's asset portfolio consists of an extensive range of physical assets required to deliver value by way of outcomes and services (Figure 4). Physical assets are reported in Volume 1 of the TfNSW Annual Report and divisional SASPs and ASPs. Asset portfolio information will be accessible through the Transport Asset Custodian Platform (TACP), upon completion of the project's Stage 1 in 2024. Transport also manages intangible assets, such as asset policies, frameworks, standards, financial plans, software, licences, digital assets and asset data and information that enable the delivery of outcomes and services of the physical assets.
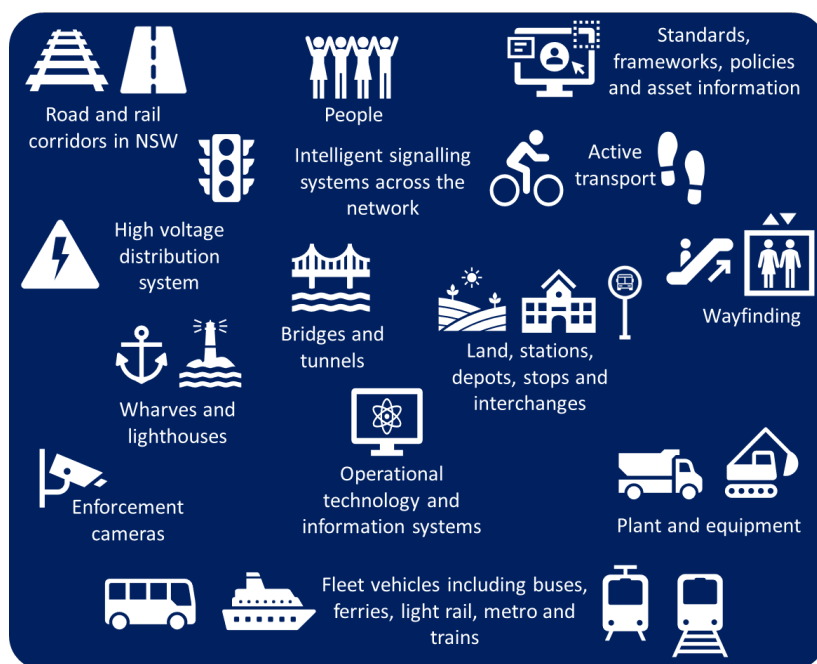

Figure 4:　Examples of assets managed by Transport

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5. Outcomes, objectives, indicators and targets

Transport's purpose is to make NSW a better place to live, work and visit by connecting people and communities, and making journeys safer, easier and more reliable.

Transport has three State Outcomes (Figure 5) which describe the value Transport is seeking to achieve for customers, communities, and the people of NSW. It also has one internal outcome that recognises the role Transport has in developing and supporting its people, to enable them to successfully deliver on the external facing State Outcomes. State Outcomes are currently subject to a full review in line with Public Sector Review (2023) Recommendation 2. The Cabinet Office will lead this work on State Outcomes in partnership with the Premier's Department, NSW Treasury and representatives from all departments.

Figure 5:   Transport's Outcomes

The Transport Outcomes Framework (Outcomes Framework) was developed in 2020-21 in accordance with updated guidance to NSW Treasury Policy and Guidelines Paper Outcome Budgeting (TPP 18-09) and undergoes continuous improvement and refinement each year. The Outcomes Framework aims to enable a simple and traceable story from the citizen-perspective of the outcomes or 'results' Transport is seeking to achieve for customers and communities, to the programs that deliver outputs and services aimed at making a difference to those outcomes.

The structure of programs and sub-programs within the Outcomes Framework traces the links from strategy to the efforts and investments Transport is making and its contribution to outcomes. It also includes outcome indicators and performance measures to track outcomes and monitor programs over time. This takes a holistic view of the financial and non-financial performance achieved by total expenditure and enables Transport to understand whether it is making a real difference to the lives of the people it serves. Transport reports on its outcomes and programs performance to NSW Treasury in its annual Transport Outcome and Business Plan and associated quarterly reporting. A subset of Outcome Indicator performance is also reported publicly each year in the NSW Budget Papers.

The Transport asset management objectives in Figure 6 mirror the programs of the Outcomes Framework. In this way Transport can map all of its assets and services to program objectives and demonstrate their contribution to achieving Transport strategic goals and outcomes.

- Making transport safe for all
- Enabling journeys for customers in Greater Sydney
- Enabling journeys for customers in regional and outer metropolitan NSW
- Delivering and transforming end-to-end customer experience
- Supporting successful places in Greater Sydney
- Supporting successful places in regional and outer metropolitan NSW
- Protecting the environment
- Enabling active lives and vibrant cities
- City and state shaping projects
- Moving goods productively and sustainably
- Smarter financial decision-making and managing our assets effectively
- Best practice public sector delivery
- Making Transport a great place to work and ensuring a safe workplace for all our people

Figure 6:   Transport Asset Management Objectives

In Appendix B, Table 3 to Table 6 shows associated outcome indicators and performance measures. Outcomes Framework indicators and measures are subject to ongoing review and supplementation through a data development roadmap.

Divisions are required to establish their own asset management objectives which align with Transport's asset management objectives. Divisional asset management objectives are documented in divisional SASPs. Divisions are enabled to measure the performance of their asset management objectives through the selection of appropriate performance measures beyond those that currently exist within the Outcomes Framework.

The asset management objectives are effectively communicated via Transport's Outcome and Business Plan, the AMF, Transport and divisional SASPs, Transport and divisional ASPs, and divisional strategies and business plans. The Communication and Awareness Plan For TfNSW Asset Management Policy, Asset Management Framework and Cluster Strategic Asset and Services Plan is an internal document that outlines how to develop a coordinated and effective communication plan, which is fundamental to carrying out asset management activities.

To ensure Transport Outcomes are met the Transport SASP aligns with the Future Transport Strategy: Our vision for transport in NSW (Future Transport Strategy). This sets out Transport's long-term vision to provide a safe, sustainable, accessible and integrated travel network for all passenger and freight journeys. See section 5.1.1 for more information.

5.1   Strategies, direction-setting and integrated planning

The hierarchy of strategies and plans from external and internal drivers that provide guidance on Transport's strategic direction can be seen in Figure 7. This includes the NSW Government's agenda and vision, Commonwealth drivers and Transport's legislative mandate. Government priorities and legislation are not static and significant changes may impact corporate and asset management objectives.

Mandate	Transport Administration Act 1988 and other relevant legislation			Commonwealth drivers
Outcomes	Transport Outcomes			Commonwealth legislation, plans and guidelines
Purpose	Making NSW a better place to live, work and visit			
Government priorities	NSW Government key policy priorities		Portfolio Priorities	
Vision	Future Transport Strategy			
Strategy	Transport strategies and plans			
Values	Our cultural aspirations	Our five ways of leading	Starting with Country	

Figure 7:   Transport's hierarchy of direction-setting

The Outcomes Framework aims to translate these direction-setting mechanisms into an outcomes-centric description of where Transport needs to focus its efforts, deliver change and prioritise the needs of customers, communities and the people of NSW. The framework underpins Transport's enterprise planning cycle, shown in Figure 8, and brings together all of its planning and performance activities. This highlights how the efficient coordination of strategic planning, asset and services planning, budgeting, business planning and performance reporting functions play a key role in driving achievement of Transport outcomes.
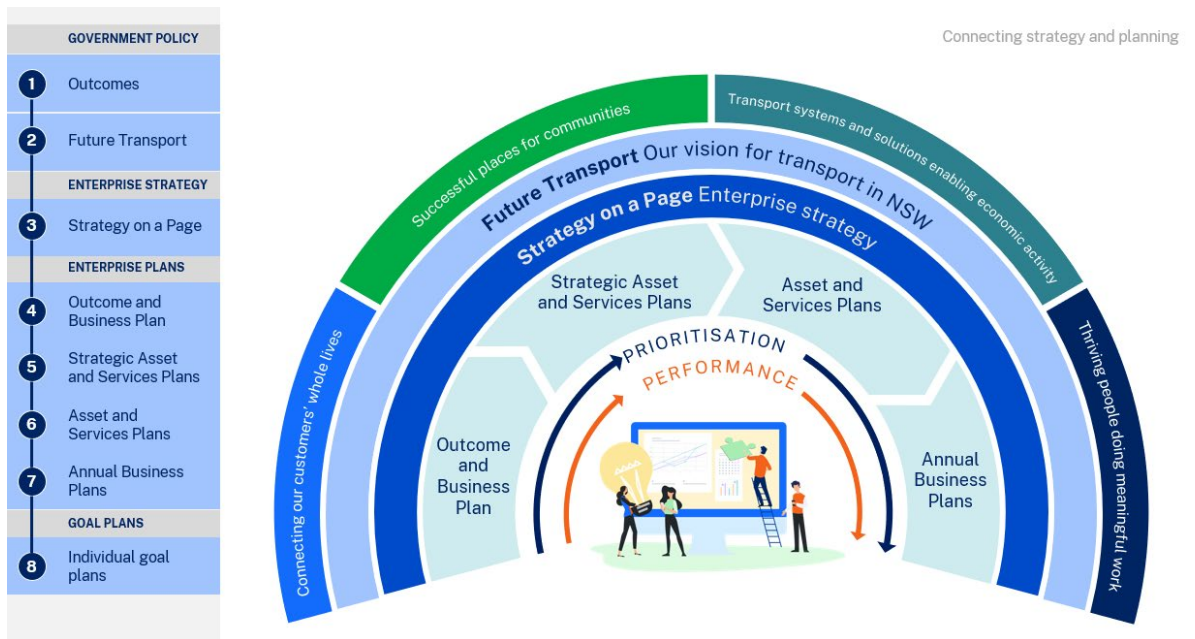
Figure 8:   Enterprise planning cycle

5.1.1   Future Transport Strategy and Network Plans

The Future Transport Strategy was released in September 2022, setting the strategic direction for connecting people, communities, and businesses in NSW to provide a successful and thriving future. The Future Transport Strategy also sets the direction for future planning, investment, delivery and operations to ensure Transport's networks are more resilient and efficient, giving people more choices, better access and shorter wait times.

Transport Strategic Asset and Services Plan

The Future Transport Strategy emphasises improving transport solutions for Transport customers, building on the concept of the 30-minute city, enhancing liveability for customers and communities, delivering sustainable transport operations to achieve net zero emissions, managing Transport infrastructure to ease congestion, offering multimodal transport options, adopting new technologies, managing demand and building a resilient and reliable transport system.

Six Cities and Regional NSW Network Plans (Network Plans) are currently being developed to reflect more recent Government commitments and priorities. The Network Plans will bring to life the strategic direction of the NSW Government in the short, medium and long term.

When completed, the Network Plans and other supporting plans will be embedded across all parts of Transport via integration in enterprise planning and performance management cycle to ensure these actions and initiatives are implemented in Transport's short- and medium-term business planning and budgeting. Other major plans and policies guide Transport prioritisation, including Net Zero And Climate Change Policy (CP23006), 2026 Road Safety Action Plan, and Maritime Safety Plan 2026.

5.1.2   Enterprise strategy

Transport's Strategy on a Page is the enterprise strategy, showing what Transport will focus on in the near-term to make meaningful progress towards the Future Transport Strategy vision and outcomes. It aligns Transport's purpose, outcomes, step changes, enabling systems and capabilities, and values on a single page. It is also a practical tool for people in the organisation, supporting them through the key stages of the planning cycle including prioritisation, planning, budgeting and performance.

The Strategy on a Page and supporting tools are currently being updated to reflect new government and organisational priorities, aligned to Transport's Outcomes and objectives. The Government priorities for Transport have recently been articulated in Priority Cards which create a shared understanding of the priorities across the organisation.

5.1.3   Outcome and Business Plan

Outcomes are a way of understanding whether the services and the programs Transport delivers are providing the right value for customers and community. Outcomes thinking provides a framework for identifying this value and measuring whether it is being achieved over time. In NSW each agency portfolio has a framework of Outcomes, programs and sub-programs that cover everything they do and every dollar they invest.

Historically, Transport has reported to government on performance through the Transport Outcome and Business Plan, which sets out plans to invest money wisely to improve real outcomes. The Outcome and Business Plan is not required to be submitted to government in 2023. Transport intends to share a version of the document internally, communicating how the organisation is delivering results and outcomes.

5.1.4   Strategic Asset and Services Plans (SASP)

Transport and each of its divisions has a SASP that responds to its strategic direction and priorities through the Transport Outcomes and the Strategy on a Page. The SASPs describe Transport's accountabilities and set out its strategic objectives and priorities from the top-down.

Analysis is undertaken by divisions to identify opportunities and threats (which may also be risks or constraints). Examples of analysis models used by divisions include SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), PESTEL (Political, Environmental, Social,

Technological, Economic, and Legal Threats), and 7 S Model (Structure, Strategy, System, Skill, Style, Staff, and Shared value).

5.1.5   Asset and Services Plans (ASP)

Transport and each of its divisions has an Asset and Services Plan (ASP) which describes the 10-year plan to achieve the strategic objectives which are set out in the SASP. The ASP describes how people, time and financial resources will be prioritised to ensure Transport meets commitments, manages risks, learns from past performance and continues to deliver for customers and communities. Transport considers the SASP and ASP as a complete 10-year business plan that comprehensively covers priorities, budget, performance and risk.

5.1.6   Annual Business Plans and Individual Goal Plans

Towards the end of the budgeting process each year, every division in Transport prepares an annual business plan. This one-year plan responds to the artefacts preceding it, highlighting the most important goals for the year ahead, the division's contribution to the outcomes, and how those goals will be managed by the division. This plan provides direction for all teams in the division and for individual goal plans.

5.1.7   Performance and prioritisation

Prioritisation activity (managing Transport's finite resources to achieve its goals) and performance management (performance reporting, review and continuous improvement) occur throughout the enterprise planning cycle. The role of these activities in asset management is described further in Section 7 Prioritisation and decision-making and Section 8 Performance evaluation and monitoring'. Performance reporting is covered in the Transport Service Provider Asset Management Reporting Standard (TS 01520).

6.   Risk management

TfNSW's risk management is governed by the Transport Enterprise Risk Management (TERM) Framework. The TERM is based on and aligned to AS ISO 31000:2018 and consists of a policy, standard, procedure, toolkits and guides (Figure 9).
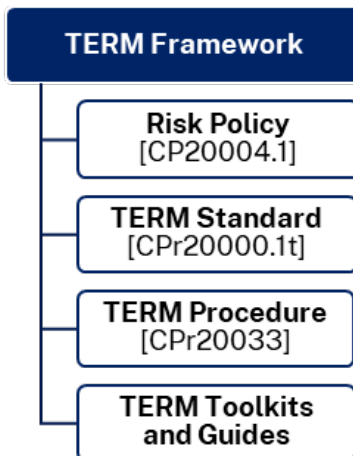
Figure 9:   TERM document hierarchy

TERM applies to Transport agencies and divisions except for Sydney Trains, Sydney Metro, and NSW Trains which have separate risk management systems that are largely aligned with TERM. Where an agency's enterprise risk management system differs from TERM, they demonstrate how their risk management system maps to TERM providing confidence that risks are managed consistently across Transport.

During development of the divisional SASPs and ASPs, divisions and agencies identify their risk appetite and risk exposure, and the key risk categories or themes relevant to their operations. There is a focus on TERM risk categories at a divisional level at this stage and identified risks are rated on a Low, Medium, High, Very High (Figure 10) continuum based on the likelihood and consequence rankings described in the risk management system. Key divisional risks and key asset and service risk themes across the organisation are raised in the Transport ASP. These risks are used to support Transport's decision-making and prioritisation processes to ensure risks are escalated and mitigated as appropriate.

Figure 10:   Range of risk ratings

Risk identification and management is informed by information from Asset Stewards and service providers through the asset attestation process. Table 1 shows the 10 risk categories defined in the TERM, with examples of risks provided for context.
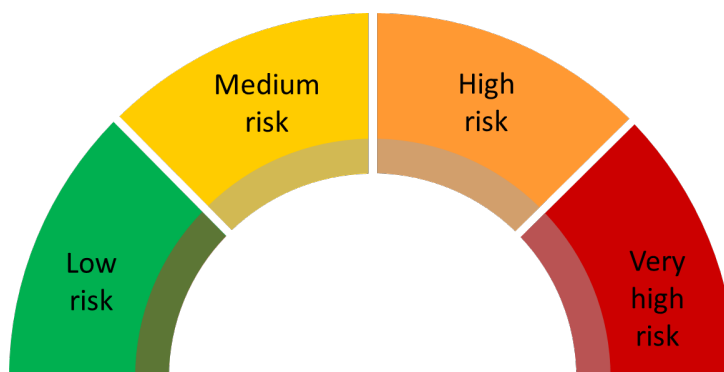
Table 1:   Risk categories defined in TERM with examples

Risk category	Examples of asset and services risks
Customer service and experience	• Impacts to customer service, including cancelled or degraded mode services, a reduced operating environment, negative impacts to customer experience including accessibility, cleanliness, and reliability.
Assets and service delivery	• Planning and delivery of the program on time and within budget is an ongoing challenge. Long lead times, availability of suitably qualified contractors and changing government priorities are some of the issues that must be addressed.
People	• Difficulties associated with workload, burnout, attraction and retention of skilled staff and capacity and capability across the organisation.
Safety	• Safety is prioritised and managed as part of Transport's business as usual activities. TfNSW ensures the safety of the Transport Network, its assets and their operations so far as is reasonably practicable (SFAIRP). Assets are not used to deliver services if safety risks are unable to be managed SFAIRP.
Technology and cyber security	• Information security, including cyber-attack or release of sensitive information. • Management of obsolescence and the impacts of ageing technology to the achievement of Transport's outcomes. • Benefits not being realised through the adoption of new technology.
Information	• Accuracy and validation of asset information, including quantities, condition, and performance, and any limitations associated with this. • Difficulties associated with sourcing accurate information.
Finance and procurement	• Difficulties in a constrained fiscal environment to continue to deliver safe, compliant and reliable services and the impacts to assets or services as a result of this. • Procurement constraints which may result in delays to projects or realisation of benefits.
Regulatory mandate	• Non-compliance to regulation, legislation or policy.
Environment and climate change	• Impacts due to extreme weather events and natural disasters. Network resilience activities and any risks associated with these.
Governance, legal and assurance	• Risks associated with the governance process, i.e., approaches or forums. • Any legal implications of asset and services actions. • Asset assurance risks, including assurance activities, audits, lack of appropriate assurance.

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7. Prioritisation and decision-making

Following the risk identification and assessment process, optimised decision-making and prioritisation needs to occur. Transport takes an outcomes-based approach to its decision-making. This aims to ensure that Transport's efforts and resources are invested based on the outcomes achieved for people and that it stays focused on the delivery of Transport Outcomes.

An outcomes approach to strategy, business planning (including asset and services planning), budgeting, and prioritisation ensures there is a sustained focus on:

- The outcomes and service levels to be achieved through Transport's efforts and investments.
- Evidence of the effectiveness of programs in delivering the outcomes.
- Transparency on Transport's performance in achieving the outcomes.
- Continuous improvement in how assets and services are delivered, and outcomes achieved.

Prioritising to achieve Transport goals is one of the most important processes Transport does, and it drives every stage of Transport's enterprise planning cycle shown in Figure 8. It is more than a singular template or process – it is having conversations with the right people, at the right time, about the right things and making choices with an understanding of performance and a clear vision of the outcomes Transport is trying to achieve.

The enterprise outcomes-based prioritisation principles (the principles) help Transport embed this practice in its decision-making. The principles enable identification of priorities and potential solutions to achieve Transport goals with consideration given to strategic impact, viability, feasibility, and organisational values (Figure 11). The principles require Transport to ask and answer critical questions, helping with the challenge of assessing multiple factors, balancing performance, risk, and cost to make decisions that best impact outcomes for customers and community.
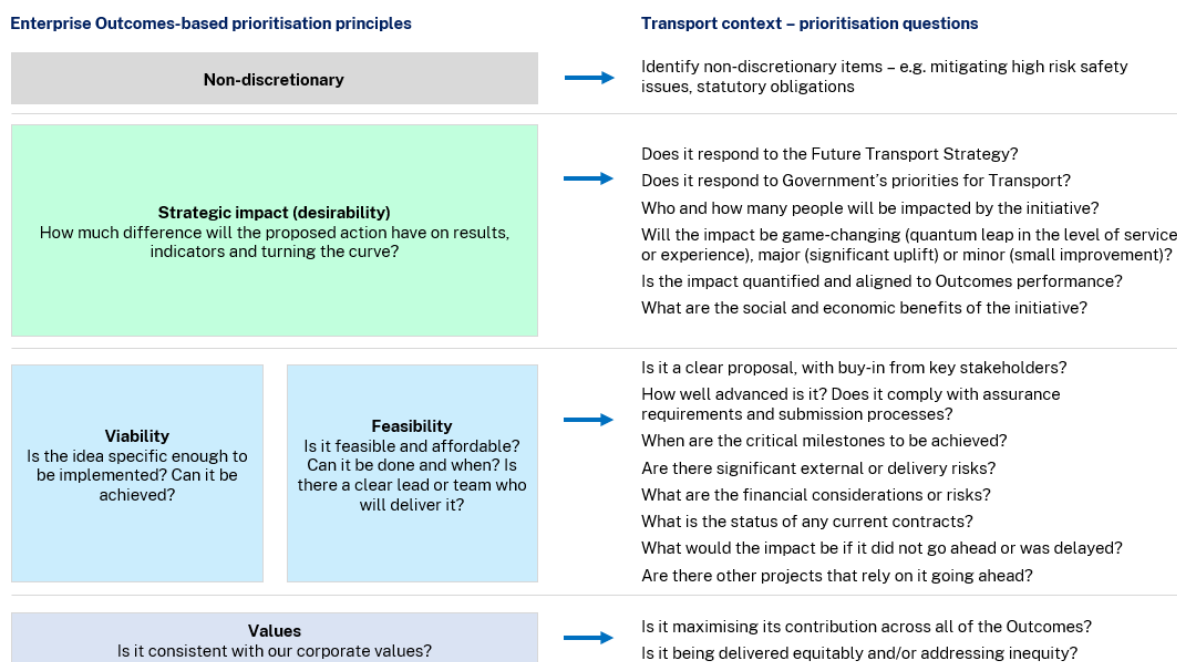

Figure 11:   Enterprise Outcomes-based prioritisation principles

The enterprise outcomes-based prioritisation principles guide Transport's approach to managing asset and service performance, condition, and risk over a 10-year horizon, and to meeting planned service outcomes aligned to delivering Transport Outcomes (i.e., Transport's annual ASP).

7.1   Prioritisation and Scenario-modelling: Transport's annual ASP

Each year the divisions of Transport prepare an ASP comprised of:

- A baseline Scenario 0 that reflects their existing allocated budget.
- A Scenario 1 that represents a reprioritised view of their budget, identifying where works and resources can be reallocated to better meet commitments and strategic objectives within the Scenario 0 funding envelope.
- Funding opportunities identified through the planning process that are unfunded by the Scenario 1 budget will be considered and prioritised for funding at an enterprise level. These funding opportunities are assessed and prioritised at the enterprise level and represent Transport's Scenario 2.

This prioritisation process results in a final Scenario 1 and Scenario 2 view which is presented in Transport's annual ASP submission to NSW Treasury.

7.2   Enterprise prioritisation

Enterprise prioritisation refers to the process of reviewing funding opportunities identified during the annual divisional ASP cycle to ensure alignment with government and organisation priorities and to inform future budget decisions. The purpose of Transport's enterprise prioritisation process is to:

- Enable the prioritisation of Scenario 2 funding opportunities at the enterprise level.
- Support identification of budget priorities over the next 10 financial years.
- Support discussions with the relevant Minister(s) regarding the budgeting process.
- Produce an agreed shortlist of Scenario 2 asset management and service initiatives according to their strategic importance, risk, readiness to proceed and urgency.
- Support Transport's Executive to make decisions to endorse or note funding opportunities.

The enterprise prioritisation process is led jointly by senior representatives from the Finance and Investment division and the Safety, Environment and Regulation division. In consultation with the other Divisions, the process reviews Scenario 2 funding opportunities as identified in divisional ASPs to produce a list of funding opportunities that:

- Addresses known and substantiated risks to the business.
- Delivers the NSW Government's election commitments and priorities.
- Creates a development pipeline of future infrastructure and services projects.
- Demonstrates value for money.
- Achieves performance consistent with the Outcomes Framework measures.

The enterprise outcomes-based prioritisation principles in Figure 11 provides a simple model for categorising potential initiatives and opportunities. This process enables a consistent shortlisting of initiatives based on their strategic value, readiness to proceed, and urgency for review by Transport's Executive. Decisions on the final list of priorities are made during three to four meetings by the Transport Executive and subsequent consultation is undertaken with the Minister for Transport, Minister for Roads and the Minister for Regional Transport and Roads as appropriate.

This enterprise prioritisation process is subject to continuous improvement, and lessons learnt from each cycle will be incorporated into subsequent ASP cycles.

7.3   Prioritisation and leadership

The ASP cycle requires leadership to guide decisions consistent with organisational strategies and Government priorities. A key supporting tool in this process is Priority Cards which describe Transport's priorities. Leaders are required to ensure that ASPs respond to the SASP and Divisional Strategic Plans, and that asset management objectives are translated into operational actions.

Leadership is required at the strategic and tactical levels as follows:

Strategic level: The primary objective for executive managers is to:

- Ensure that strategic objectives are outcomes-based and aligned with Government priorities and organisational strategies.
- Lead and participate in consistent decision-making across the organisation.
- Take an enterprise lens to ensure the allocation of efforts and resources is based on the outcomes achieved.
- Provide the greatest benefit to people of and visitors to New South Wales over the long term.

Underpinning enterprise prioritisation, each TfNSW division has its own governance process for managing strategic and investment decisions. For more detail refer to divisional SASPs and ASPs.

Tactical level: Divisional asset and service planners work to the same principles to ensure a high delivery of service, balancing cost, performance, and risk. The primary objectives are to ensure that the division is:

- Planning for and delivering the most cost-effective balance of maintenance and renewal strategies for its assets and services.
- Developing strategic planning processes and systems to ensure all new assets support the provision of services and deliver performance as measured by the Outcomes Framework, in accordance with the organisation's strategic objectives and priorities.

Prioritisation at this level ensures that the right mix of programs and projects are being undertaken within each asset portfolio at the right time to achieve outcomes-based strategic objectives in line with organisational priorities and resource. Prioritisation of the asset portfolio is undertaken in accordance with the enterprise outcomes-based prioritisation principles in Figure 11. Factors that may affect a change in priority include:

- Changes in asset condition and performance.
- Environmental conditions that may risk or impact on operational or customer service performance.
- Project and program performance.
- Budget performance and constraints.
- Changing government and organisational priorities.

The detail of asset portfolio level prioritisation is illustrated in the divisional ASP.

Operational Level: Delivery teams also use the same techniques to ensure they construct, maintain or deliver the assets and services in a way that will deliver the best outcome across the life of the asset.

Governance: The overall governance of this process is overseen by the Transport Asset Management Steering Committee (AMSC) (as shown in Figure 12) which is responsible for contributing to key decision-making activities and ensuring processes are established to define and realise benefits. The AMSC is also responsible for actively managing asset related risks and issues, including referring matters for escalation to the Transport Executive Committee as needed.

Figure 12:   Transport asset management governance model

More details on the responsibilities and functions of lower-level committees can be found in the AMF in section 2.2.3 Finance and Investment Governance.

8. Performance evaluation and monitoring

Divisions are required to align with relevant Transport Asset Management Objectives through the development of divisional asset management objectives. If required to further refine objectives, they can also be established for specific modes as required. Following identification of these asset management objectives, the divisions develop and monitor a series of performance measures and targets which are reported against in the divisional ASP to monitor performance and intervene as required.

Performance reports at the divisional level are categorised by the performance indicator groupings shown in Figure 13. These indicators are measures of the actual performance of the assets. Operational and technical performance reporting, typically focused on safety, reliability, and availability, is designed for the Asset Custodian to inform maintenance and renewal decision making. Details of these indicators are provided in divisional ASPs.
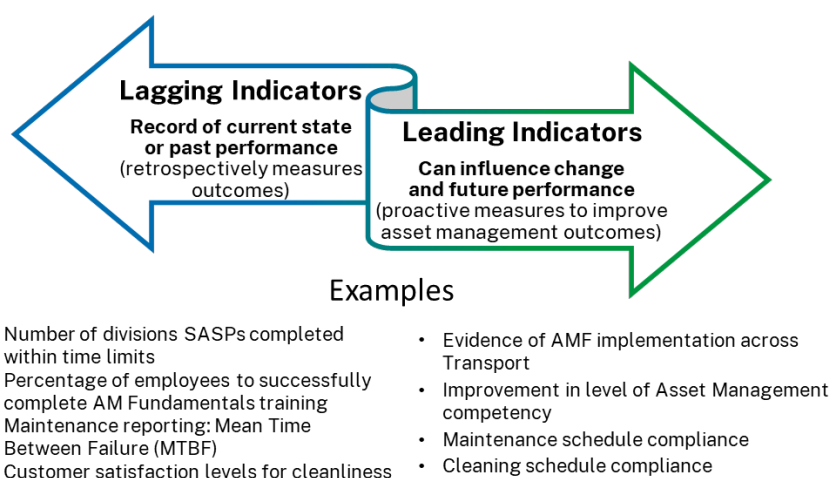

Figure 13:   Leading and lagging indicator definitions and examples

Performance reports may use different measurement metrics depending on the intended audience. For asset management it is important to have a blend of leading and lagging indicators to measure the progress and completion of action plans, as illustrated in Figure 13, on both physical assets and the asset management system. A combination of leading and lagging indicators, viewed holistically, can be used to determine key performance indicators (KPIs). KPIs must be quantifiable and linked to specific targets. Performance is validated using asset assurance assessments and audits.

Assurance within TfNSW is undertaken through a variety of mechanisms, including frameworks, standards, working groups, assurance reviews, maturity assessments, business as usual engagement activities, and ISO 55001 Certification. Activities are undertaken by both internal and external resources, to enable robust assurance results. Assurance activities are carried out to assess whether risk exposure is appropriately controlled and desired outcomes achieved. A multi-level approach is taken, as shown in Figure 14. The 'standard setter' is the entity accountable for the development and oversight of Transport's frameworks, strategies and standards i.e. Transport's Asset Management Branch in the Safety, Environment and Regulation division.
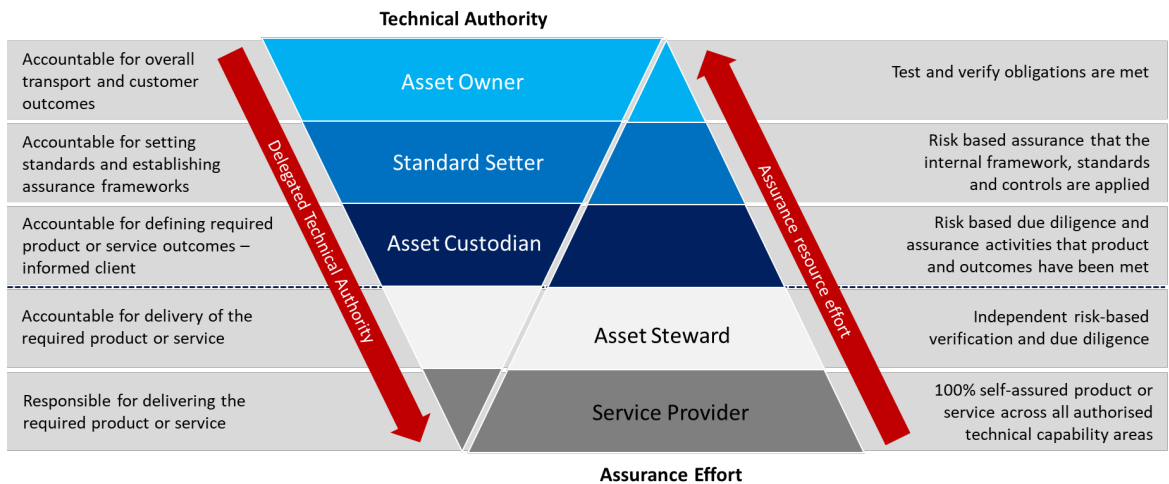
Figure 14:   Asset assurance activities

Regular performance reports, which include leading and lagging indicators, are prepared to assess the impact of the outcomes and delivery to agreed objectives over a period of time and by observing trends. Opportunities will be identified for improvement within divisional SASPs and in ASPs where divisions report on specific projects and initiatives implemented to realise these improvement opportunities. Some major improvement strategies throughout Transport are identified in detail in Section 9 Asset management improvement. Each asset custodian is responsible for ensuring the suitability, adequacy and effectiveness of the asset management improvement actions in divisional SASPs and ASPs.

Transport Strategic Asset and Services Plan

9. Asset management improvement

A plan-do-check-act (PDCA) approach is used during the implementation of the SASP and ASP as a continuous improvement process. Through internal and external feedback, audits and reviews, Transport, at enterprise level, and the divisions identify areas for improvement and gaps in their processes to be actioned and closed. Following the appropriate governance structure and approvals, Transport implements the necessary corrective and preventive actions to continuously improve performance of assets, services, and the asset management system. To improve asset management maturity, Transport undertakes a variety of activities at each stage of the PDCA process, as illustrated in Figure 15.
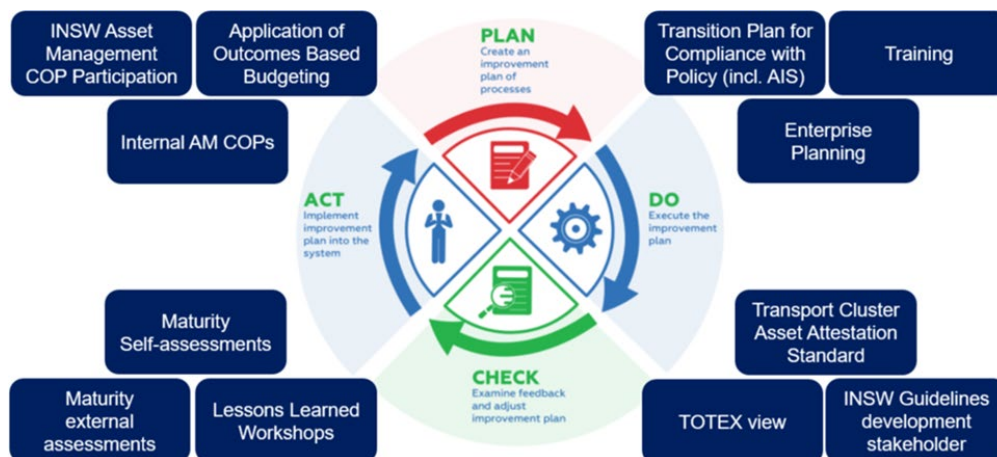

Figure 15:   Continuous improvement - Plan, Do, Check and Act activities

9.1   Asset management maturity

Transport is focused on developing asset management maturity as an improvement strategy during the provisional attestation period. Asset management maturity activities will then be considered continual improvement business as usual. Asset management maturity assessments test the AMF and performance against TPP 19-07 requirements and accepted industry standards and benchmarks. The assessment process identifies gaps and opportunities for improvement from which action plans can be developed and executed.

Transport strives to achieve and maintain high levels of asset management maturity across all divisions by embedding behaviours for learning and continuous improvement. This creates and captures value through increased economic and social benefit from current assets, through the delivery of Transport objectives in a safe, reliable and efficient manner. Regulatory compliance is considered a benchmark that should be exceeded.

A combination of internal and external assessments are used to test and validate outcomes and identify trends. Examples of the activities that relate to Transport's asset management maturity include:

- **Infrastructure NSW (INSW) Asset Management Assurance Stage 1 and 2 Reviews.**
  The INSW Stage 1 and 2 Reviews provide an independent peer review that assesses the agency's asset management maturity and alignment with TPP 19-07 at a point in time. They include constructive commentary and recommendations intended to enhance an agency's capability to deliver the outcomes and benefits expected from implementation of the TPP 19-07. The Stage 1 review includes an 'asset management effectiveness score' that reflects TfNSW alignment with TPP 19-07. Transport is one of the most mature groups.

- **ISO 55001 Asset Management audits.** This involves assessment and analysis of conformity to ISO 55001:2014 to identify performance gaps and strengths in the organisation's asset management maturity. Assessments may be carried out by internal SMEs or external assessors. There is no requirement of INSW to be certified to an International Standard. Agencies and service providers that are not certified may use this type of assessment as an asset management maturity benchmark.

  In March 2023, Transport for NSW was awarded ISO 55001:2014 certification for the intangible assets of the AMF and its supporting systems and processes down to divisional level. The audit found zero non-conformances and provided six observations and 12 opportunities for improvement. These findings are included in an improvement action register and activities reported to the AMSC quarterly. Two annual surveillance audits will be undertaken to verify continued satisfactory operation of the management system. Certification is valid for three years.

- **Technically Assured Organisation (TAO) Scheme.** The Technical Supplier Assurance Framework is Transport's internal system that is underpinned by the Technically Assured Organisation (TAO) Scheme which recognises an organisation's technical capability. Entities that seek to provide self-assured engineering and asset services to Transport are required to become a TAO. This requirement currently applies to rail. The scheme is being progressively rolled out across all modes as asset management maturity increases. Transport undertakes risk-based audits on TAOs as part of its assurance function.

9.2   Asset Information Strategy

The Asset Information Strategy (AIS) outlines TfNSW's approach to asset information. It details a framework for providing a structure and governance around data to ensure the quality and availability of information adequately supports the information needs of Transport stakeholders.

The information management approach is specific to information and data, across the asset life cycle, for assets owned by TfNSW to deliver services to customers. The information management approach covers information on assets that are created, exchanged and managed either internally or under asset partner contracts throughout the asset life cycle including asset stewards, operators or maintainers. The AIS outlines:

- The framework for ensuring asset data supports the information needs of stakeholders.
- Transport's approach towards creating, exchanging, and managing asset data.
- Key data relationships in accordance with the asset information model. For example, technical, spatial, and financial).
- Key governance roles and accountabilities for managing data across the asset life cycle including distribution, access and usage.
- The asset information standards including the relevant templates, guides, data dictionary, attributes and reference data.
- Data storage, security and preservation requirements.

Asset information is a key enabler that supports planning and investment decision-making, performance and risk monitoring, the management of asset related activities, and the asset management system to promote the achievement of Transport Asset Management Objectives.

The AIS is built upon the key themes outlined in the NSW Government Information Management Framework and aligns to the principles of the Transport Asset Management Policy (CP23007) by committing to implement best practice data and information management enabled in a digital environment.

Asset data categories and types are used to describe the structured and unstructured asset related data across Transport-owned or -managed asset life cycles. Structured data associated with assets is categorised into the following:

- **Configuration:** Includes functional and technical data related to identifying, classifying and characterising assets owned by Transport.
- **Location:** Includes physical and geospatial data related to locating assets owned or managed by Transport as well as defining both the physical and spatial relationship with other assets.
- **Condition:** Includes data related to past and current condition such as information on residual life.
- **Operational:** Includes data related to usage, tonnage, restrictions and criticality.
- **Maintenance:** Includes data related to the management and recording of maintenance activities.
- **Organisational:** Includes data related to the identification of the asset custodian, steward, maintainer or operator.
- **Financial:** Includes data related to costing from capital acquisition, operation, maintenance to disposal.

Asset data may be static, periodic or dynamic in nature and is required to support all physical and non-physical, linear, non-linear and mobile assets owned or managed by Transport.

Unstructured data associated with assets consists of detailed asset documentation including manuals, plans, drawings, models, certificates, licences, warranties, reports, procedures and diagrams.

Each of these categories is critical to the ongoing management of the assets and delivery of Transport services and requires strong governance and focused management of asset information to ensure ongoing efficiency and effectiveness of business operations.

Various pieces of documented information of external origin are necessary for the planning and operation of the asset management system. This includes service provider ASPs, technical maintenance plans, and maintenance records as required by service contracts and information produced by Technically Assured Organisations (TAOs). Contract and assurance processes are used to gather and verify this information and assure it is recorded within Transport asset information or document systems as appropriate.

9.3   Asset Information System

The AIS recommends a 5-phase program of work, as shown in Figure 16, to establish TACP from an asset life cycle perspective. It is recommended that this Asset Information System be built incrementally following the delivery approach.
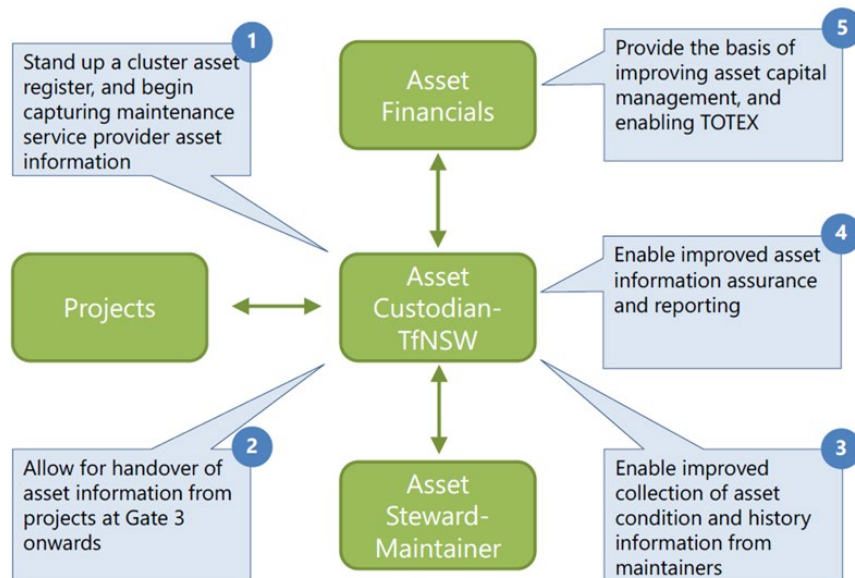

Figure 16:   Proposed Asset Information System 5-phase investment for Stage 1

Phase 1

- Centralised asset register and integration of maintainer core asset information sourced from asset stewards, operators or maintainers.
- Preliminary asset reporting.

Phase 2

- Adding project core asset information progressively from planning, acquisition and handover sourced from project delivery partners and covering data, documents, drawings, and models.
- Asset information handover in relation to new or altered assets submitted to TfNSW and transitioned to asset stewards, operators or maintainers under contract.

Phase 3

- Adding transactional asset information including asset condition, maintenance, operation, and other transactional information sourced from asset stewards, operators or maintainers.
- Enhanced asset information platform to support contract tendering, changeover, planning and projects.

Phase 4

- Asset assurance to supplement on-site assurance.
- Asset analytics and enhanced asset reporting.

Phase 5

- Fixed asset information to enable integration with fixed asset registers.
- Asset financial reporting.

The [TACP](#) will provide TfNSW with a centralised asset register containing asset information such as operational performance, risk exposure, asset condition, maintenance planning and execution. It will also provide information relating to new project delivery of Transport-owned assets required to provide TfNSW the ability to:

- Achieve compliance with [TPP 19-07](#).
- Enable the Transport Secretary to deliver annual asset attestation requirements from [TPP 19-07](#).
- Assure the delivery of $4 billion per annum in maintenance and operations programs across service providers.
- Support the transfer and acceptance of asset data from $3 billion in projects.
- Support contract bidding and changeover processes across service providers, with contracts renewed every five to 15 years.
- Ensure alignment to asset data standards to support asset investment decision making.
- Improve asset resilience, availability, and safety for better customer service outcomes.

The system will enable the orchestration and exchange of asset information both through the life cycle and with asset partners. It will also interface with different technical, financial and document repositories that support the asset management system.

Appendix A. Divisional accountabilities

The various divisions comprising the Transport structure have operating accountabilities summarised below.

Note: The Transport operating model and structure is currently being reviewed and changes will result in accountabilities shifting accordingly. This appendix will be updated to reflect the new operating model.

Cities and Active Transport (CAT)

- **Active travel:** The custodian of active transport outcomes across NSW providing portfolio oversight of end-to-end delivery and drives improved connectivity and travel choices through programs and initiatives that define and enable sustainable travel and effective integration.
- **Urban policy and integration:** Connecting people to place by resolving city and precinct shaping issues collaboratively, as well as developing policy that can be implemented within a five-year window.
- **Place and precinct revitalisation:** Leading programs and driving change to create walkable, safe and welcoming places that are beautiful and inviting for everyone to access and enjoy. We enable vibrant and connected precincts that are at the heart of great everyday journeys.
- **Smart places:** Helping cities and urban centres stay sustainable, connected and economically vibrant by encouraging innovative approaches to place making through connected technologies and data solutions that make people's lives easier.

Coordinator General (CG)

- Newly created division headed by the Coordinator General. See Greater Sydney.

Corporate Services (CS)

- **Shared services business support to the Cluster:** Provide and coordinate shared services and solutions across all transactional activities, ensuring payments to suppliers and payroll services are made accurately and on time and delivering health and return to work solutions.
- **Commercial and strategic procurement:** Drive commerciality through the procurement of goods and services, and provision of corporate services to internal clients.
- **Information technology and services:** Provide and support quality and secure technology solutions that enhance the experience of our clients and people.
- **Legal services:** Provide effective legal advice and services to meet our clients' expectations, deliver value, advocate for TfNSW across government, and safeguard TfNSW's corporate reputation.
- **Privacy and information access:** Help TfNSW protect privacy by incorporating it into the design and delivery of future transport systems and facilitate the public's access to government information in line with community expectations and our legal obligations.

Customer Strategy and Technology (CST)

- **The future of transport:** Imagine and plan the transport network and infrastructure that our State will need over the long-term.
- **National and global partnerships:** Lead TfNSW's relationship with other jurisdictions and international partners to shape strategic policy, technology and customer agendas.
- **Data and insights:** Harness data and insights to drive planning and decision-making, and lead data governance, strategy and management across the organisation.

- **Technology:** Take a leadership role in engaging across TfNSW to deliver and manage world-leading customer and operational technologies, systems and data services, and be at the forefront of innovation.
- **Customer experience and products:** Champion the customer across TfNSW, define and develop world-class end-to-end customer journeys, products, services, and places.
- **Customer strategy:** Maximise revenue opportunities and define and implement policy and legislative settings to deliver customer and community value.
- **Integrated customer services:** Build, maintain and operate integrated ticketing, tolling, information, and service channel.
- **Communications:** Manage TfNSW's public reputation and lead the communications approach to customers, stakeholders, and communities.
- **Collaboration:** Partner with other divisions, industry, and across government to deliver projects, programs, and services.

Finance and Investment (FID)

- **Investment and assurance:** Develop, prioritise, assess, and assure the Transport cluster investment portfolio, to ensure investment decision-making is evidence-based and infrastructure solutions deliver value for money.
- **Finance enablement and governance:** Leads all strategic projects, finance systems, transformation, continuous improvement and financial management framework governance for the finance and investment function.
- **Enterprise planning, budgeting and analysis:** Stewardship of TfNSW's finances and as well as supporting strategic resource allocation, and the provision of performance reporting and tools.
- **Finance business partnering:** Supporting strategic and operational financial advice, enabling informed management decisions, driving business performance improvements, and focusing on consistent, high-quality financial services delivery.
- **Financial sustainability:** Drives the financial sustainability program by identifying and driving enterprise-wide initiatives and contributing to the effectiveness and efficiency of the organisation.
- **Financial Accounting and Control:** Leads the delivery of all statutory accounting, compliance, and financial management for the cluster, developing technical accounting framework and providing specialist financial services.
- **Capital Portfolio Management:** Provides the Secretary and NSW Government with insightful analysis, processes, and strategic perspectives for decision-making and governance at the capital portfolio level.

Greater Sydney (GS)

- **Customer, stakeholder and community engagement:** Be the face of Transport and engage with customers, stakeholders and the community.
- **Integrated multimodal network:** Design, develop and integrate a multimodal network to meet the short and medium term needs for the people of Greater Sydney.
- **Optimising the transport network:** Plan, develop and build the Greater Sydney transport network.
- **Services and asset management:** Procure, commission and manage projects and assets.
- **Investment portfolio:** Manage the Greater Sydney investment portfolio.
- **Work together:** We work in partnership with other Transport divisions and across government on strategy, planning, delivery, operations and maintenance across the asset life cycle.

Infrastructure and Place (I&P)

- **Infrastructure development and delivery:** Develop and safely deliver transport infrastructure projects and outcomes as commissioned by the client leading up to Investment Gate 0 (Go or No-Go), to Investment Gate 5 (Readiness for Service), and finally through to handover.
- **Project management and assurance:** Provide the expertise, frameworks, methodologies, systems, reporting, and assurance to enable the delivery of quality infrastructure projects on time and within budget.
- **Commercial management and project financing:** Ensure sound commercial management of our projects through development and deployment of tools, frameworks, and capabilities throughout the project life cycle. As well as development, execution and management of project financing strategies including private sector financing and concession arrangements.
- **Engineering and technical services:** Provide and coordinate specialised engineering and technical advice and services that enable the multimodal delivery, operations and management of our transport network.
- **Precinct renewal and place-making:** Develop, integrate, and embed place-making principles within infrastructure planning and development, and lead all precinct renewal projects through the project life cycle to enable the development and delivery of successful places.
- **Asset optimisation and recycling:** Identify and execute opportunities for asset optimisation, recycling and value creation through rezoning and property development to unlock financial value. Lead development transactions through partnerships with industry and other government departments including Statutory and Strategic Planning.
- **Infrastructure industry engagement and partnering:** Develop industry-wide capability, competencies, and outcomes. As well as driving and fostering innovation throughout the sector that is aligned and coordinated with customer divisions.

NSW TrainLink (NSWTL)

- **Safety and wellbeing:** Provide a safe environment for our people, partners, and passengers.
- **Increase passenger and community value:** Delivering greater value to communities and passengers with better journeys, smoother, faster and more reliable services.
- **Stimulate regional growth:** Ensure an integrated regional transport system to provide improved services for communities and passengers, through seamless journeys across modes.
- **Partner to improve services:** Optimising the network to connect more communities.
- **Strengthen and integrate transport networks:** Work across Transport to ensure an integrated regional transport network. Partner with other divisions, industry, and across government to deliver and integrate projects, programs, and services for NSWTL passengers.
- **Maintain a flexible, capable and future focused business and workforce** by investing in our people and business capability.

Office of the Secretary

- **Government relations, Secretary, communications, and executive coordination:** Support the Secretary and TfNSW leadership govern the Cluster, including managing information flow between TfNSW and the NSW Government, Cabinet and the Ministers.

People and Culture (P&C)

- **Culture:** Create a culture that puts customer at the centre, people at the heart, and works together for the greater good.
- **Talent and learning:** Enable TfNSW to attract, develop, and retain the best people.
- **Evolving work:** Plan and prepare for the future workforce requirements of TfNSW.
- **People strategy:** Set and drive the strategic direction for the people and culture of TfNSW.
- **Employment practices:** Ensure reporting obligations, compliance and people risk management requirements are met.
- **Workplaces:** Achieve workplaces that will enable greater flexibility and collaboration, with great technology.

Point to Point Transport Commission

- **Work with industry** to ensure they have the knowledge, capability, and confidence to promote a culture of accountability for point to point safety, including working with regional service providers.
- **Ensuring industry is complying** with their safety obligations and wider requirements of the act and regulation through safety auditing, advisory visits, education campaigns, on-road compliance, and investigations.
- **Provide easy to use online safety tools** to assist industry manage their safety duties.
- **Advise the Minister** for Transport and Roads and the Minister for Regional Transport and Roads on passenger and booking service matters.
- **Work with other divisions** in Transport to address any point-to-point transport issues.
- **Work with industry** to ensure compliance with wheelchair accessible requirements under point to point law.
- **Administer the authorisation**, licensing and passenger service levy schemes.

Regional and Outer Metropolitan (ROM)

- **Integrated transport services:** Design, develop and deliver integrated transport services for ROM customers and communities.
- **Customer, stakeholder and community engagement:** Be the face of TfNSW and engage with customers, stakeholders and community around integrated transport choices.
- **Operating and maintaining the transport network:** Plan, build, maintain, and operate the ROM transport network.
- **Investment portfolio:** Manage the ROM investment portfolio to deliver customer value.
- **Service and asset management:** Procure, commission, and manage the projects, services, and assets.
- **Integrated service planning and scheduling:** Provide integrated near-term and inform long-term integrated service planning and scheduling.
- **Safety and wellbeing:** Provide a safe environment for our people, partners, and customers.
- **Working together:** Work in partnership with other transport divisions and across government on strategy, planning, delivery, and operations.
- **Freight:** Lead and coordinate the freight task to enable the efficient movement of goods around the state.

Safety, Environment and Regulation (SER)

- **Strategy:** Develop and communicate evidence-based safety, environment and regulatory strategy for our people, customers, and the community.
- **Frameworks:** Create, deliver, and maintain clear, outcome focused frameworks, policies, standards, and regulatory programs to enable consistent delivery and continuous improvement.
- **Assurance:** Provide risk-based guidance, support, tools, evaluation, and assurance to provide confidence to customers and the community on the safety and environmental sustainability of the transport network.
- **People:** Provide subject matter expertise, thought leadership and education to develop and support safety, regulatory and environmental awareness and capability for our people, customers, and the community.
- **Sustainability:** Provide innovative, safe, and sustainable solutions that deliver whole of life value to the customer and the community.

Sydney Metro

- **Integrated transport services:** Design, develop and deliver metro services integrated into the transport network for Sydney Metro customers and communities.
- **Customer, stakeholder and community engagement:** Be the face of TfNSW and engage with customers, stakeholders and community around integrated transport choices.
- **Customer experience and products:** Champion the customer across Sydney Metro projects, define and develop world-class end-to-end customer journeys, products, services, and places.
- **Precinct renewal and place-making:** Develop, integrate, and embed place-making principles within all Sydney Metro projects through the project life cycle to enable the development and delivery of successful places.
- **Federal and Local Government partnerships:** Collaborate with federal and local government to deliver city-shaping projects.
- **Operating the Sydney Metro rail network:** Plan, build, maintain, and operate the Sydney Metro rail network.
- **Service and asset management:** Procure, commission, and manage projects, services, and assets.
- **Safety and wellbeing:** Provide a safe environment for our people, partners and customers.
- **Working together:** Work in partnership with other Transport divisions and across government on strategy, planning, delivery, and operations.

Sydney Trains

- **Rail services:** Simple, reliable and efficient rail services that passengers can rely on, and our people are proud to deliver.
- **Operational excellence:** Reliable service delivery each day – enabled by resilient assets, effective operational processes and collaborative ways of working.
- **Customer at the centre:** Customers will continue to be at the centre of everything we do, as part of an integrated and connected transport system.
- **Safety at our core:** Every employee going home safety at the end of each shift and every customer arriving safely at their destination.
- **People at the heart:** Building capability across the organisation and supporting our people to deliver great customer outcomes.
- **Investing in our future:** Becoming a more efficient, sustainable and socially responsible organisation, as we build a digital railway for the future.

Appendix A.1. Transport divisional asset management accountabilities

The asset management accountabilities for each division that manages physical assets are summarised in Table 2.

Note: The Transport operating model and structure is currently being reviewed and changes will result in accountabilities shifting accordingly. This appendix will be updated to reflect the new operating model.

Table 2:   Transport division high-level asset management accountabilities

Division	Accountabilities
Greater Sydney and Regional and Outer Metropolitan	Asset management: end to end accountability for the procurement including schedule, investment decisions, Totex, asset outcome and quality of product; management and performance of assets including asset, condition and risk information, configuration and reporting, to achieve agreed customer and community outcomes for: • Fleet (excluding staff passenger fleet) • Public Transport Infrastructure (buses, ferries and light rail outside the Greater Sydney area, and active transport) • Road infrastructure • Rail infrastructure (outside the Greater Sydney area).
Sydney Metro Authority	Asset management: end to end accountability for the procurement including schedule, investment decisions, Totex, asset outcome and quality of product; management and performance of assets including asset, condition and risk information, configuration and reporting, to achieve agreed customer and community outcomes for: • Sydney Metro driverless metro train network • Property, including land, buildings and structures.
Safety, Environment and Regulation	• Asset management: end to end accountability for the procurement including schedule, Investment decisions, Totex, asset outcome and quality of product; management and performance of assets including asset, condition and risk information, configuration and reporting to achieve agreed customer and community outcomes for compliance and regulatory assets e.g. enforcement cameras, DRIVES, weigh scales. • Standards: Set standards for the whole of life of TfNSW and public transport assets. • Asset Management Framework: Custodian of the overarching asset management framework for TfNSW. • Assurance: Definite asset management assurance requirements including reporting, monitoring and measuring performance and interventions where required. • Relationship management: Lead relationship with INSW for asset management.
Coordinator General	Asset management: end to end accountability for the procurement including schedule, investment decisions, Totex, asset outcome and quality of product; management and performance of assets including asset, condition and risk information, configuration and reporting, to achieve agreed customer and community outcomes for: • Fleet (excluding staff passenger fleet) • Public Transport Infrastructure (aviation, buses, community transport, ferries, light rail, metro) in the Greater Sydney area • Maritime infrastructure across NSW.
Corporate Services	Asset management: end to end accountability for the procurement (including schedule, investment decisions, Totex, asset outcome and quality of product), management and performance of assets (including asset, condition and risk information, configuration and reporting) to achieve agreed client outcomes for: • IT systems used across multiple divisions e.g. ERP, servers, intranet and internet. • Corporate real estate e.g. office accommodation and non-operational property.
Customer Strategy and Technology	Asset management: end to end accountability for the procurement, including schedule, investment decisions, Totex, asset outcome and quality of product, management and performance of assets including asset, condition and risk information, configuration and reporting to achieve agreed customer and community outcomes for OT systems used across multiple division e.g. ticketing, P-Tips, MMS and SCATS.

Division	Accountabilities
Infrastructure and Place	Asset management: end to end accountability for the procurement, including schedule, investment decisions, Totex, asset outcome and quality of product, management and performance of assets including asset, condition and risk information, configuration and reporting to achieve agreed client outcomes for: • Property, including land, buildings, and structures, either acquired for future transport network use under Transport custodianship, or residual to transport project needs. Asset design and construction: implement processes that support design, construct and handover assets that meet TfNSW asset management requirements and delivery required client and customer outcomes.
NSW TrainLink	Asset Management: accountability for safe and effective operation of the assets assigned, responsible for ensuring outsourced maintenance arrangements are in place to maintain the assets to an effective level of asset condition. Preparation of an Asset Services Plan (ASP) annually. Effectively manage service delivery utilising the assets provided including management and performance of risks and defect reporting to provide agreed passenger service and community outcomes. Provide a contracted coach service provision to support customer and community obligations in association with rail service operations.
Sydney Trains	Asset management: end to end accountability for the procurement including schedule, investment decisions, Totex, asset outcome and quality of product; management and performance of assets including asset, condition and risk information, configuration and reporting, to achieve agreed customer and community outcomes for: • Fleet (excluding staff passenger fleet). • Public transport infrastructure (heavy rail).

Appendix B. Transport's outcomes, outcome indicators, asset management objectives and performance measures

Transport Outcomes Framework and asset management objectives

Each table in this Appendix shows indicators that were correct as at 30 June 2023.

Table 3:   Connecting our customers' whole lives

Outcome	Connecting our customers' whole lives				
Outcome Indicators	People in NSW are safe on our roads • Number of road fatalities • Number of road serious injuries • Number of maritime fatalities • Number of maritime serious injuries	Customers are satisfied with transport services and options • Customer satisfaction: public transport • Customer satisfaction: road and point to point transport	Customers choose public transport • Public transport mode share	People with disability can access transport services • Trips started from wheelchair accessible stations • Trips started from wheelchair accessible wharves	Aboriginal people are connected safely to the economy and socially, through transport solutions Indicators in development

Outcome Programs (TfNSW Asset Management Objectives)	P01 Making transport safe for all	P02 Enabling journeys for customers in Greater Sydney	P03 Enabling journeys for customers in regional and outer metropolitan NSW		P04 Delivering and transforming end-to-end customer experience
Program Performance Measures	As per Program Scorecards and Outcome performance reporting to NSW Treasury				

Divisional Asset Management/ Performance Objectives	D01 Division Asset Management Objective 1	D02 Division Asset Management Objective 2	D03 Division Asset Management Objective 3	D04 Division Asset Management Objective 4	D05 Division Asset Management Objective 5	D06 Division Asset Management Objective 6	D07 Division Asset Management Objective 7	D08 Division Asset Management Objective 8
Divisional Performance Measures*	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures

* To be identified by Division from current and planned measures.

Table 4: Successful places for communities

Outcome	Successful places for communities				
Outcome Indicators	Communities are connected to goods, services and opportunities 30 minute city indicator for Greater Sydney Regional day return	Communities have thriving neighbourhoods with healthy, safe, and active streets Active transport mode share	Communities have well-designed transport assets and infrastructure that enhance local places Place Index in development	Our Country is healthy and strong through transport planning and placemaking Indicators in development	NSW has a public transport system powered by zero emission energy sources Electricity supply from renewable sources for Greater Sydney electrified rail network Zero emission Greater Sydney bus fleet

Outcome Programs (TfNSW Asset Management Objectives)	P05 Supporting successful places in Greater Sydney		P06 Supporting successful places and stronger connections in regional and outer metropolitan NSW		P07 Protecting the environment	P08 Enabling active lives and vibrant cities
Program Performance Measures	As per Program Scorecards and Outcome performance reporting to NSW Treasury					

Divisional Asset Management/ Performance Objectives	D01 Division Asset Management Objective 1	D02 Division Asset Management Objective 2	D03 Division Asset Management Objective 3	D04 Division Asset Management Objective 4	D05 Division Asset Management Objective 5	D06 Division Asset Management Objective 6	D07 Division Asset Management Objective 7	D08 Division Asset Management Objective 8
Divisional Performance Measures*	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures

* To be identified by Division from current and planned measures.

Table 5:   Transport systems and solutions enabling economic activity

Outcome	Transport systems and solutions enabling economic activity			
Outcome Indicators	NSW is optimising the use of infrastructure along key freight routes • Rail share for freight at Port Botany	NSW has a financially sustainable public transport system • Cost recovery ratio	NSW benefits from investment in transport infrastructure • Full time equivalent jobs supported by Transport projects	• Aboriginal economic independence supported by Transport Goods and services contracts awarded to Aboriginal businesses Addressable spend with Aboriginal businesses

Outcome Programs (TfNSW Asset Management Objectives)	P09 City and state shaping projects	P10 Moving goods productively and sustainably	P11 Smarter financial decision-making and managing our assets	P12 Best-practice public sector delivery
Outcome Program (TfNSW Asset Management Objective) Performance Measures	As per Program Scorecards and Outcome performance reporting to NSW Treasury			

Divisional Asset Management/ Performance Objectives	D01 Division Asset Management Objective 1	D02 Division Asset Management Objective 2	D03 Division Asset Management Objective 3	D04 Division Asset Management Objective 4	D05 Division Asset Management Objective 5	D06 Division Asset Management Objective 6	D07 Division Asset Management Objective 7	D08 Division Asset Management Objective 8
Divisional Performance Measures*	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures	Performance measures

* To be identified by Division from current and planned measures
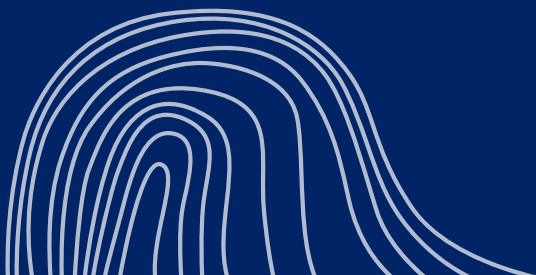
Table 6:   Thriving people doing meaningful work

Outcome	Thriving people doing meaningful work			
Outcome Indicators	**Our people are safe** • Total recordable injury frequency rate (TRIFR)	**Our people are engaged** • PMES staff engagement index	**Our workforce is diverse** • % Senior leadership roles held by women • % Employees with disability	Transport drives transformative action to deliver systemic change % Senior leadership roles held by Aboriginal people • % Aboriginal employees
Outcome Programs (TfNSW Asset Management Objectives)	P13 Making Transport a great place to work and ensuring a safe workplace for all our people			
Outcome Program (TfNSW Asset Management Objective) Performance Measures	As per Program Scorecards and Outcome performance reporting to NSW Treasury			
Divisional Asset Management/ Performance Objectives	**D01 Division Asset Management Objective 1**	**D02 Division Asset Management Objective 2**	**D03 Division Asset Management Objective 3**	**D04 Division Asset Management Objective 4**
Divisional Performance Measures*	*Performance measures*	*Performance measures*	*Performance measures*	*Performance measures*

* To be identified by Division from current and planned measures.

Feedback

Feedback on this document can be provided by emailing AssetAttestation@transport.nsw.gov.au