

Evolving Transport

A customer centred program of change



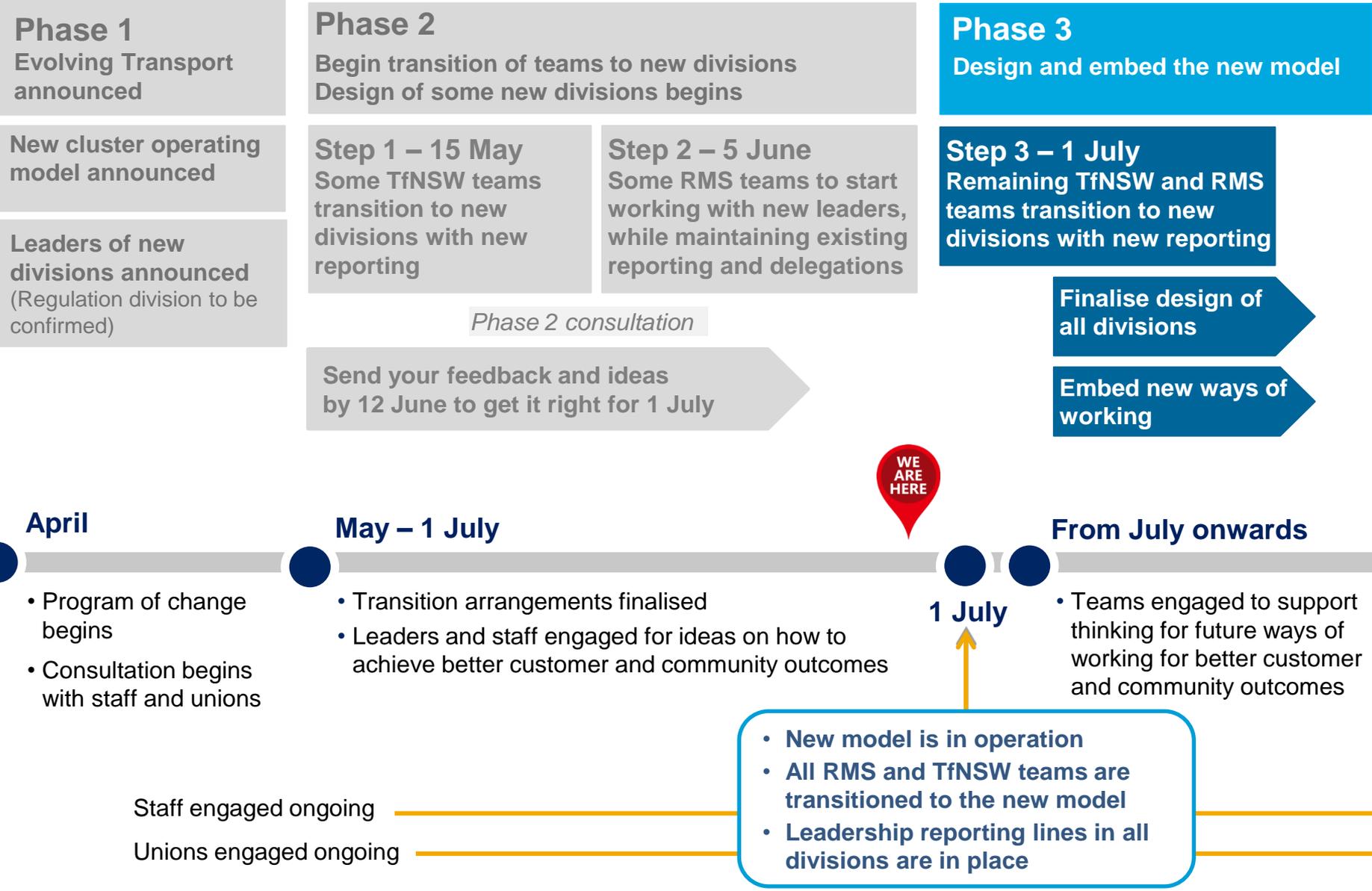
Summary of feedback captured in Phase 2

June 2019



Transport
for NSW

We're on track in transitioning to our new operating model



Your feedback on the operating model

**Evolving
Transport**

Doing change differently

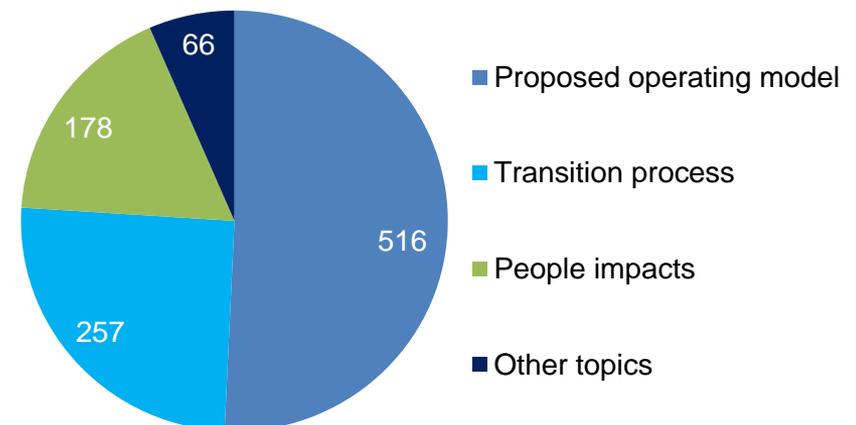
At the outset of this program, we were determined to do change differently and involve our people in the design of our operating model.

In the 10 weeks from 3 April 2019, over **1,000 questions, ideas and suggestions** were received and considered via a range of channels.

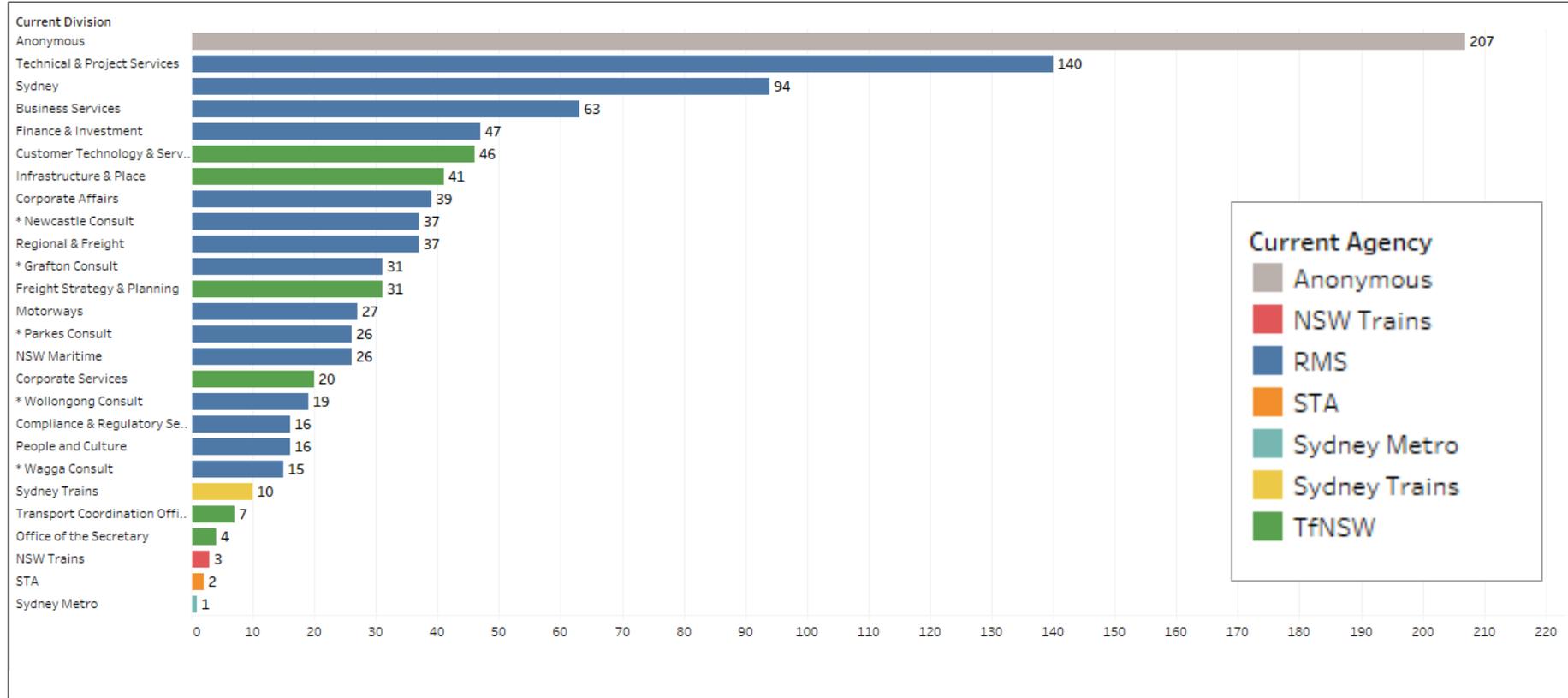
Common feedback themes were:

- ✓ The design of the new divisions
- ✓ How change is being managed, including governance and opportunities for staff to provide input
- ✓ Impact on staff
- ✓ Timing of implementation
- ✓ How employment conditions would work
- ✓ The functions of the new divisions and changing focus in role
- ✓ Individual enquiries such as future office locations, job security, conditions and redundancies.

A snapshot of your feedback



Who provided feedback?



Responses to feedback on the proposed operating model



- **Feedback on maintaining embedded corporate services within the business (eg finance, environment, IT, communications, safety, people and culture business partners).**

Historically there has been a mix of centralised and de-centralised models for corporate services in both TfNSW and RMS.

We have heard that many of you are keen to keep corporate services deployed within the divisions and will explore this further through the consultation and co-design process.

- **Feedback on understanding more about specific functions that need further review after the 'lift and shift'.**

It is important to raise awareness of these opportunities to improve the future operating model. At this stage, the priority is to align existing functions with the new operating model. From 1 July onwards, teams will be engaged to support thinking about future ways of working for better customer and community outcomes.

All feedback has been retained and passed on to the relevant Deputy Secretary for consideration in the next stage of the process.

- **Feedback on not seeing the word 'freight' in any divisional names (and stakeholders raising concerns that the focus on freight may disappear).**

The new proposed operating model will help drive the multi-modal freight strategy to make our freight system more efficient, more accessible, safer and more sustainable for the benefit of producers, operators, customers and communities across NSW.

At this stage the priority is to align existing functions with the new operating model. From 1 July onwards, teams will be engaged to support thinking about future ways of working for better customer and community outcomes, including key functional areas such as Freight.

All feedback has been retained and passed on to the relevant Deputy Secretary for consideration in the next stage of the process.



Feedback on:

- consolidating safety and environment functions.
- combining the Regulation division and the regulatory and compliance functions in the NSW Maritime branch to uncover further synergies such as licensing and regulation of boat and vehicle owners.
- moving the Asset Standards Authority to the proposed Regulation due to its function in developing standards.
- expanding Regulation to 'Regulation Assurance and Standards' so that it serves the whole of transport and provides a uniform and integrated regulatory system across all transport modes.
- maintaining current Environment teams throughout other divisions separate to Corporate Services, and keeping the environment function as a whole separate from regulation and safety.
- suggesting that environmental sustainability doesn't need to be centralised, but that the new operating model should enhance its delivery in line with Future Transport.

Response to all:

Early on you were clear about wanting us to reflect a stronger commitment to safety in our new operating model. So we carried out a detailed review to determine the way forward, and we are now looking to replace the previously proposed Regulation division with a new Safety, Environment and Regulation division.

The original purpose of the Regulation division was to ensure the safe operation of our networks. Based on your feedback, we are now strengthening and building on this original intent and plan to reshape and better integrate our safety, environment and regulation functions, giving them greater focus and prominence.

Our plan is to now bring together a broader group of teams on 1 July – RMS Compliance and Regulatory Services, the Centres for Road and Maritime Safety, the Asset Standards Authority, the RMS Environment and RMS Safety teams. They will then work together, and with people with expertise from other areas of the business, to design their new division, ways of working and accountabilities.

One focused division looking across all modes of transport in NSW will ensure that safe and sustainable customer and community outcomes are front and centre moving forward.

➤ ***Feedback on confirming boundaries between Greater Sydney and Regional and Outer Metropolitan divisions.***

Your feedback led us to review and update the proposed boundaries between our Greater Sydney and Regional and Outer Metropolitan divisions. These boundaries will make it easier for customers and communities to engage with us, while at the same time preserving many of our interfaces, agreements and contracts across the Transport cluster.

Feedback was also raised that the name 'Regional' didn't clearly reflect the communities we serve outside of Greater Sydney, and the division was renamed Regional and Outer Metropolitan.

➤ ***Feedback on combining regional Maritime operations with road, train and bus operations in the same regional geographic area.***

While there is no intention to alter RMS or NSW Trains sub-areas within the Regional and Outer Metropolitan division, we remain open to exploring this with our people, particularly during the upcoming co-design period to inform the more detailed design of divisions. From 1 July onwards, teams will be engaged to support thinking about future ways of working for better customer and community outcomes. All feedback has been retained and passed on to the relevant Deputy Secretary for consideration in the next stage of the process.



➤ ***Feedback on considering the impact of boundary changes on staff working in regional areas (eg office location and/or customer group changes).***

The allocation of work will be considered by, and dealt with between the management teams of the new divisions. The objective will be to ensure the relevant teams continue to work business as usual. It is not anticipated to impact award staff, e.g. allowances will not be impacted.

Current staff locations will not change in the interim or as a result of the transition to the new operating model on 1 July. However, during co-design we may identify opportunities to work in more efficient and collaborative ways. As further proposed alignment changes become known, staff and unions will be consulted in regard to these proposals – including on locations.

TfNSW will uphold the Government's commitment that there will be no regional job losses as a result of the Machinery of Government changes. This is regardless of which division the regional jobs are part of.

Further, the existing boundaries within the current contract for road maintenance in the Greater Sydney area will remain in place for its duration – that is, until June 2021.

If any change beyond the existing contracted date were to be proposed that could have an impact on staff, this would be discussed with unions and staff in accordance with the consultation provisions of the respective award(s).



➤ *Feedback on maintaining RMS Diversity & Inclusion networks.*

Our commitment to Diversity and Inclusion has not changed.

RMS programs have been well supported and valued and there is an opportunity to build upon this by extending the focus to the broader Transport cluster.

These networks include:

- Aboriginal Employee Network
- Enabled Network – for employees with a disability, carers and their friends
- Ally Network – for employees who identify as lesbian, gay, bisexual, transgender, intersex or queer (LGBTIQ), or support those who do
- WiSE – for male and female employees who support improving gender equality, inclusive culture and representation of women in Science, Technology, Engineering, Mathematics and Construction (STEM) roles.



We see these networks integrating in the same way as the existing Young Professionals Network which supports employees under the age of 35 years in the early stages of their career. This network successfully integrated across TfNSW and RMS in 2017.

 ***Feedback on considering regional transport customer feedback.***

The new TfNSW operating model will make it a lot easier for customer, industry, councils and other government agencies to effectively engage on transport matters.

Integration will result in increased accountability and transparency for all our stakeholders. The new operating model will ensure decision making happens in a timely way, at the appropriate level, ensuring decisions truly reflect customer needs and expectations.

From July onwards, teams will be engaged to support thinking about future ways of working for better customer and community outcomes.

Staff input will continue to be essential to ensure we get the ways of working for each division and its team's right.



Feedback on:

- creating a dedicated **Regional Transport Coordination Centre** to service Regional NSW.
- integrating **Transport Coordination** in both the Greater Sydney and Regional and Metropolitan divisions due to the crossover in transport modes and journeys.
- combining **RMS Traffic Commanders** from the Regional and Outer Metropolitan division with the TfNSW Commanders currently located in Greater Sydney.
- ensuring **Maritime policy, strategy and regulatory frameworks** are aligned with the Future Transport 2056 strategy and cut across both Greater Sydney and Regional and Outer Metropolitan.
- moving the operational management functions of **RMS Motorways** to Greater Sydney.
- requiring a unified **quality management systems** team that holds relevant expertise and accreditation, and can build a quality framework.
- creating an **education unit** to manage road user safety education, driver training programs, compliance training, etc.
- moving **Enforcement Information Officers** from the Enforcement Adjudication and Enforcement Services Unit to be more aligned with the prosecution team.
- aligning **Financial Evaluations and Strategy (RMS)** and External Project Reporting (TfNSW) with other reporting functions in the Office of the Secretary.
- streamlining duplicate functions from RMS branches and the **TfNSW PMO**.
- consolidating or **aligning communications functions** centrally to ensure consistency of voice and style.
- moving **planning/modelling/environment/heritage functions** from Infrastructure and Place to the Customer Strategy and Technology division.
- moving remaining **operational/service functions in Infrastructure and Place** to the Customer Strategy and Technology division.

Response to all:

It is important to raise awareness of these opportunities to improve the future operating model. At this stage, the priority is to align existing functions with the new operating model. From 1 July onwards, teams will be engaged to support thinking about future ways of working for better customer and community outcomes. All feedback has been retained and passed on to the relevant Deputy Secretary for consideration in the next stage of the process.

➤ Feedback on:

- ensuring the role of **Technical Services** provides specialist services (eg traffic modelling/laboratories) is well understood and that may be better grouped with planning functions.
- integrating **RMS Regional Road Planning branch** and the **TfNSW Transport Planning branch** to continue strategic focus on the medium to long-term horizon (10-40 years).
- considering whether the **Rail Service Planning team** may be a better fit in Customer Strategy and Technology.
- merging **Compliance and Regulatory Services Insights and Education with Transport Performance and Analytics**, and increase engineer presence as loss in previous reform has impacted audit, governance, administrative sanctions and timely interventions.
- merging **Ticketing Solutions Development team** and RMS Tolling to work on creating a single account for customers.
- considering the **Property Acquisition function** and the challenge in merging cultures.
- consolidating **heritage management** across the Cluster – TfNSW, RMS and Sydney Trains all have environment and heritage teams with specialist heritage skill.
- consolidating **Sustainability and Environment teams** within Corporate Services, with greater alignment between design, planning, sustainability and environment.
- creating a '**Centre of Data and AI Excellence**' – needs governance and standardisation for this as currently pockets of teams are working in this area.
- querying if **cyber security** should move to a new function (grouping with emergency management and physical security).
- aligning **Compliance and Regulatory Services Enrolment functions** with Customer Strategy and Technology, recognising huge digital solutions potential.

Response to all:

It is important to raise awareness of these opportunities to improve the future operating model. At this stage, the priority is to align existing functions with the new operating model. From 1 July onwards, teams will be engaged to support thinking about future ways of working for better customer and community outcomes. All feedback has been retained and passed on to the relevant Deputy Secretary for consideration in the next stage of the process.

- ***Feedback on opportunities for regional offices to provide input into development of regional projects in other divisions, eg Network and Safety, Infrastructure Services and Regional Maintenance Delivery.***

The creation of the Regional and Outer Metropolitan division will focus on understanding the particular needs of regional communities across NSW and deliver customer-centred integrated transport services and infrastructure. We continue to recognise the importance of input from our regional staff in shaping the future of Transport across regional NSW which the creation of the new division will strengthen.

From 1 July onwards, teams will be engaged to support thinking about future ways of working for better customer and community outcomes. All feedback has been retained and passed on to the relevant Deputy Secretary for consideration in the next stage of the process.

- ***Feedback on maintaining the RMS model of embedding functions into project spaces from centralised teams.***

Embedded functions are moving with their relevant business area in the lift and shift. We will need to work through this post 1 July as part of further exploration of how teams can support divisions in the most logical and efficient way. We will address the preferred approach as part of our new consultation and co-design post 1 July.

- ***Feedback on confirming whether embedded partnering functions (eg communication and ministerial partners) will transition with the regional teams.***

TfNSW and RMS embedded functions are moving with their relevant business area in the 'lift and shift'. We will need to work through this post 1 July as part of further exploration of how teams can support divisions in the most logical and efficient way. We will address the preferred approach as part of our new consultation and co-design post 1 July.

- ***Feedback on querying RMS Commercial and Property being placed in Property and Acquisition (Infrastructure and Place) and whether it is best staying with Business Services in Corporate Services.***

Commercial and Property is a separate branch to Property and Acquisition within the Business Services division. Commercial and Property has moved with the rest of Business Services into the new Corporate Services division.

From July onwards, teams will be engaged to support thinking about future ways of working for better customer and community outcomes, including a review of where functions may align best.

More information:
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