

Office of Transport
Safety Investigations

www.otsi.nsw.gov.au

ANNUAL REPORT 2022-23



OTSI Annual Report 2022-23

This annual report provides a summary of our activities and performance for the financial year that ended 30 June 2023.

Read the annual report online at: otsi.nsw.gov.au

Cover image: Xplorer train passing over bridge
Acknowledgement of Country photo: Sunrise in rural NSW
Copyright State of New South Wales (Transport for NSW)

Acknowledgement of Country

OTSI acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders, past, present, and emerging. We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.



Letter of Submission

**Office of Transport
Safety Investigations**

File reference: OTSI-1665555560-317588

The Hon. Jo Haylen, MP
Minister for Transport
52 Martin Place
SYDNEY NSW 2000

31 October 2023

Dear Minister

It is my pleasure to submit to you the 2022-23 Annual Report of the Chief Investigator of the Office of Transport Safety Investigations (OTSI) for submission to Parliament.

The report highlights the principal undertakings and achievements of the Office as the State's independent transport safety investigator throughout the reporting period.

The report has been prepared in accordance with the requirements of the Government Sector Finance Act 2018 (GSF Act) and the NSW Treasury Policy and Guidelines – Annual Reporting Requirements TPG23-10.

Yours sincerely



Dr Natalie E Pelham
CEO & Chief Investigator

M 0418 471 840
E natalie.pelham@otsi.nsw.gov.au

Level 17, 201 Elizabeth Street, Sydney NSW 2000
PO BOX A2616 South Sydney NSW 1235

Contents

Overview	1
Chief Investigator's message	2
Charter	4
Aims and objectives	5
Management and structure	9

Strategy	14
Our strategy	15
2022-23 key achievements	18

Operations and performance	24
Products and services	25
Investigation summary	27
Annual statistics	28

Management and accountability	32
Human resources	33
Risk management and insurance activities	35
Additional matters for inclusion	38

Sustainability	40
Diversity and inclusion	41
Work health and safety	42
Modern Slavery Act 2018 (NSW) reporting	42

Financial performance	43
Internal controls over financial information	44
Revenue and expenses	44
Financial summary	45
Contact details	47

Overview

Chief Investigator's message

In 2022-23 OTSI marked its first full year under a revised business operating model which we introduced in early 2022.

The new model – and subsequent changes to our structure – is designed to strengthen our core investigation function while increasing our focus on proactive, data-driven activities which enable us to better identify risk and share more valuable safety insights with the transport industry.

We recruited three new Transport Safety Investigators to enhance our future capacity to investigate both standalone incidents and more complex rail, bus and ferry systemic safety issues. The additional capacity will support industry to manage risk and eliminate or reduce common safety incidents.

We completed 6 investigations during 2022-23 and initiated another 10. There were 21 ongoing at the end of the financial year and as several of those ongoing investigations are finalised, we expect to see a healthy increase in report releases in 2023-24.

Tragically, the year closed with the worst bus crash in NSW since the horrific accidents at Grafton and Kempsey in 1989. A total of 10 lives were lost and multiple people injured in a bus rollover at Greta in the Hunter region on 11 June 2023.

Our investigators deployed to the site at Greta and in the days following we launched an investigation. Our investigation will examine the sequence of events leading up to the rollover as well as road design, condition, signage and visibility; passenger restraint



devices and usage; vehicle condition, roadworthiness and design; vehicle crashworthiness and survivability; emergency exit access, awareness and operability; and operator accreditation, and safety management systems. This investigation is ongoing in 2023-24.

During the year we continued to grow our data analysis and reporting function, including the recruitment of remaining specialist positions in the Systemic Review and Insights team. The development of a new data governance framework and enhancements to our incident database were key milestones for the year and are building blocks that will enable the team to uplift our ability to identify safety risks, undertake research and programmed investigations into known risks, and to deliver more insights to the bus, ferry and rail stakeholders. A significant amount of work was completed on the first major external-facing product from the new Systemic Review and Insights team – a revamped annual report on bus fires and thermal

incidents in NSW, expanded to include analysis of incidents from 2013, economic modelling, and comparisons with other jurisdictions. The report will be released in the first quarter of 2023-24 and will make several recommendations for action to reduce the number of bus fires and thermal events in NSW.

Building stronger stakeholder relationships and growing OTSI's reputation as a source of valuable transport safety insights is a pillar of our strategic plan and was a major focus through 2022-23.

We continued to seek out opportunities to participate in relevant industry events and gave presentations at several conferences and forums for bus, rail and ferry stakeholders. A highlight was OTSI's first ever exhibition presence at the 2022 Australian Bus and Coach Expo in Sydney. Being able to present to different stakeholders about our work networking with people in various roles across the sectors was a valuable experience for our team, and hopefully for those who engaged with us.

In February, we launched an updated website with improved functionality to make our investigation reports and other resources more accessible for stakeholders, and throughout the year we significantly increased our communication through LinkedIn.

With an emphasis on communicating safety lessons from our investigative work and data analysis in timely and different ways that meet stakeholder needs, we issued more Safety Advisories than ever before and completed plans for OTSI webinars to be launched in 2023-24.

As I engaged with various people throughout the year, I loved hearing from many that they were seeing much

more of OTSI, and even more pleased to receive feedback that the work we had done had supported them to make a safety improvement. That said, there is much more to be done and we are focused on lifting further in 2023-24.

Of course, an organisation is nothing without its people and they can't operate at their best without good systems. For that reason, we invested in some significant initiatives in 2022-23 including the delivery of a professional development program for OTSI staff, refining and embedding a governance and reporting framework, and reviewing and updating a range of procedures to ensure delivery of a quality investigations program.

During the year, OTSI received considerable support from many different organisations and individuals in undertaking our work. At times the task at hand has been challenging, but the willingness of transport operators and other stakeholders to work productively with us has hopefully ensured our delivery of practical outcomes that will assist in making the transport network safer for all.

Finally, I extend my thanks to the OTSI team which has supported and inspired me with their expertise, resilience and passion.

I look forward to 2023-24 and lifting the bar higher in delivering value to the transport sector and the community.

Dr Natalie E Pelham
CEO & Chief Investigator

Charter

The Chief Investigator of the Office of Transport Safety Investigations (OTSI) is an independent statutory office established under the *Transport Administration Act 1988 (NSW)*. The Chief Investigator is appointed by the Governor on the recommendation of the Minister for Transport.

OTSI was established on 1 January 2004 as a separate division within the Independent Transport Safety and Reliability Regulator (ITSRR) to investigate and report on rail, bus and ferry safety incidents in NSW.

In response to the recommendations of the Special Commission of Inquiry into the Waterfall Rail Accident, the NSW Parliament passed the Transport Legislation Amendment (Waterfall Rail Inquiry Recommendations) Bill 2005 which removed OTSI from ITSRR and created the Chief Investigator as a statutory position reporting directly to the Minister for Transport. OTSI began operating independently on 1 July 2005.

The separation of OTSI was designed to reinforce the independence of the Chief Investigator, and to give the travelling public and the transport sector a high degree of confidence in the safety of the NSW transport network through the conduct of fair, impartial and balanced investigations.

OTSI conducts ‘no blame’ investigations into rail, bus and ferry accidents and incidents in accordance with the provisions of the *Passenger Transport Act 1990* and the *Marine Safety Act 1998*. It also undertakes rail investigations in accordance with the provisions of the *Transport Safety Investigation Act 2003* under a collaboration agreement with the Australian Transport Safety Bureau (ATSB) and the Chief Investigator Transport Safety Victoria (CITS).

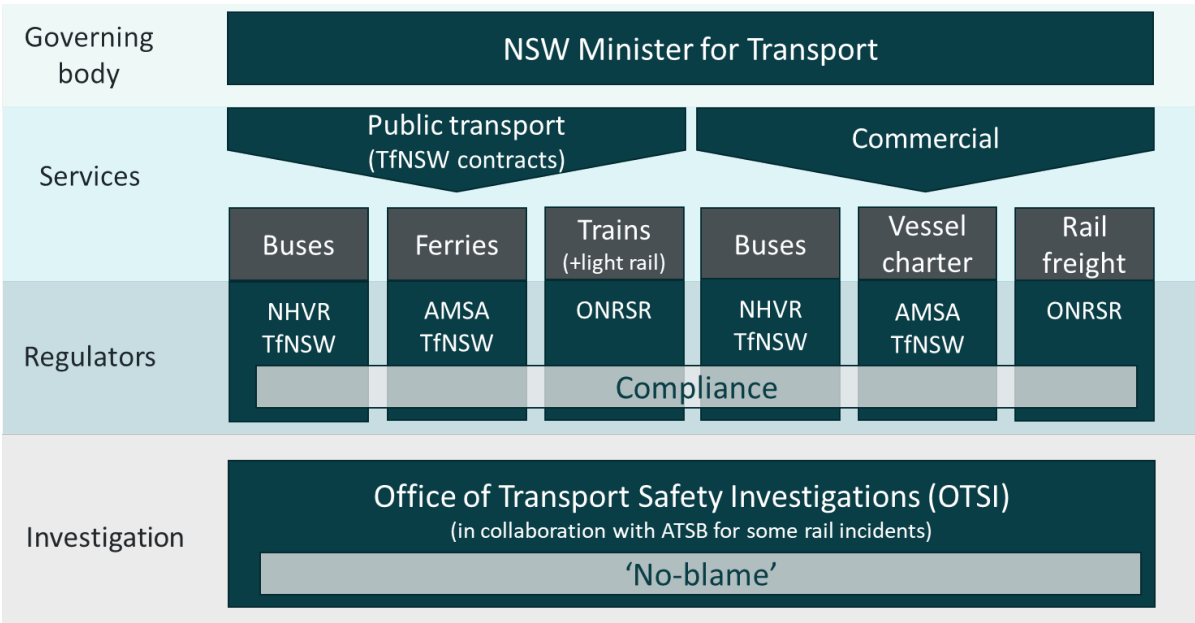


Figure 1 - Operating environment

Aims and objectives

Our purpose

To improve transport safety outcomes in NSW.

Our vision

To improve safety outcomes and public confidence through independent investigation, sharing safety lessons, and engagement with the transport sector.

Our commitments

- Improve transport safety outcomes by identifying safety issues and communicating actionable recommendations in a timely manner.
- Maintain ongoing regular interaction with transport operators, regulators, and other stakeholders.
- Identify whether recommendations are implemented in a timely manner.
- Contribute to journey reliability by identifying safety issues that reduce the likelihood of service disruption.

A snapshot of our operations since 2005



16,000

Notifications

Received and triaged nearly 16,000 bus, ferry and rail incident notifications

236

Investigations

Published 236 investigation reports

>1,600

Operator reports

Reviewed and provided feedback on over 1,600 operator investigations

1,000s

Insights

Shared 1,000s of safety insights with the transport sector

Our values



Be courageous

We are willing to question the status quo to achieve safety improvements



Be independent

We are honest and strive to be impartial and objective in our work



Be respectful

We value different perspectives and treat everyone with dignity



Be collaborative

We enable each other and our stakeholders to be involved and contribute



Make a difference

We provide unique insights that improve transport safety

Functions

OTSI contributes to the safe operation of public transport and rail freight services in NSW by investigating safety issues on our transport networks and sharing insights that could prevent recurrence.

OTSI uses a 'no-blame' approach to identify and understand contributing safety factors and issues to make recommendations or highlight actions that transport operators and other stakeholders can take to improve network safety. It does not assign fault or determine liability in relation to the matters it investigates.

The key functions of OTSI are:

- Investigating accidents and incidents involving:
 - buses seating more than 8 adults and operating a public passenger service for a fare.
 - ferries (vessels) seating more than 8 adults and operating a public passenger service for a fare.
 - railway operations such as the construction of a railway and rolling stock; the management, commissioning and maintenance of rail infrastructure; and the operation or movement of rolling stock for the purposes of operating a railway service.
- Administering the Confidential Safety Information Reporting Scheme (CSIRS), a voluntary, confidential and non-punitive mechanism to enable transport employees to report matters which they believe are affecting the safe operation of bus, ferry or rail passenger services.
- Analysing data to identify system-wide safety issues, undertaking research and generating insights to share with industry to improve safety or to identify OTSI actions such as systemic or programmed investigations.
- Engaging with operators, regulators and industry bodies and other stakeholders with an interest in transport safety. This includes sharing investigation reports, Safety Alerts and Safety Advisories, participating in industry events and collaborative forums, and building partnerships with public and private transport providers to strengthen transport safety across the network.

Stakeholders

OTSI interacts with a wide range of stakeholders through its work. These include:

- transport operators (bus, rail, and ferry)
- manufacturers and suppliers
- transport safety investigation agencies in Australia and overseas – we have a Collaboration Agreement with the Australian Transport Safety Bureau (ATSB) and Chief Investigator Transport Safety in Victoria¹
- safety regulators
- unions
- industry and employer representatives
- peak bodies
- government departments and agencies at the federal and state/territory level – we have a Memorandum of Understanding with Transport for NSW²
- emergency services
- academia
- media
- NSW community.

OTSI hosts and participates in a range of ongoing and ad hoc meetings, forums and events involving bus, ferry and rail stakeholders. More information is available in the OTSI Safety Promotion and Engagement Strategy 2023-2025 is available on the website at www.otsi.nsw.gov.au.

1. Collaboration Agreement – ATSB/OTSI/CITS: <https://www.atsb.gov.au/sites/default/files/media/5779436/rail-collaboration-agreement-2020.pdf>

2. Memorandum of Understanding – TfNSW/OTSI: <https://www.transport.nsw.gov.au/news-and-events/reports-and-publications/mou-agency-cooperation-tfnsw-and-otsi>

Management and structure

Leadership Team

The OTSI Leadership Team is the principal governing body for the organisation. Its role is to support the Chief Executive to lead the strategic direction and oversee OTSI's core governance functions, operations, and performance.

The Leadership Team met monthly during 2022-23 to review and endorse the budget, strategy, enterprise risk, and progress against our business plans and corporate performance measures. Three forums (sub-committees of the Leadership Team) were established in 2022-23 to meet monthly and make decisions on matters relating to Investigations, Safety Promotion, and Safety Issue Prioritisation.

In the reporting period, the Leadership Team comprised the following senior executives.

Dr Natalie Pelham – GAICD, PhD, M Soc Sci, BSC(Hons)

Chief Investigator and Chief Executive Officer

Natalie is a senior leader with over 25 years' experience in the public sector leading significant policy, strategy, regulation, and reform at the state and national levels. She was appointed Chief Investigator and CEO of the Office of Transport Safety Investigations in January 2021.

Kerry Russell – BEng(Mech), GradCertEng(EnvEngMgt)

Director Investigations Rail & Metro

A/Director Investigations Bus, Ferry & Light Rail (April 2023 – June 2023)

Kerry is an experienced executive and engineer with over 30 years' experience in the public and private rail sectors leading national operational and asset management divisions, complex major projects and service delivery divisions. She has completed the Graduate Certificate in Transport Safety Investigation.

Chris Doolin – BITGeog, MProjMgt

Director Investigations Bus, Ferry & Light Rail (February 2022 – March 2023)

Chris is an executive leader with more than 25 years' experience working across the private and public sectors. He is experienced in providing advice on the application of state and national transport legislation, strategy, and stakeholder management. Chris has completed the Graduate Certificate in Transport Safety Investigation.

Peter Newman – M OHS Mgt, GradCert Transport Safety

Director Systemic Review and Insights

Peter is an experienced safety professional with management and broad transport investigation experience. He has more than 25 years’ experience within government safety agencies.

Susan Everingham – M PubAff, B A ProfWrtg, GradCertMtkg

Director Safety Promotion

Susan has held roles in transport safety since 2006 and has more than 30 years’ experience in communications, corporate affairs, community and stakeholder engagement, community education, social marketing and program management. She is a member of the Public Relations Institute of Australia.

Lynn Tan - M Commerce, B A Economics, CPA Australia

Senior Manager, Business Services

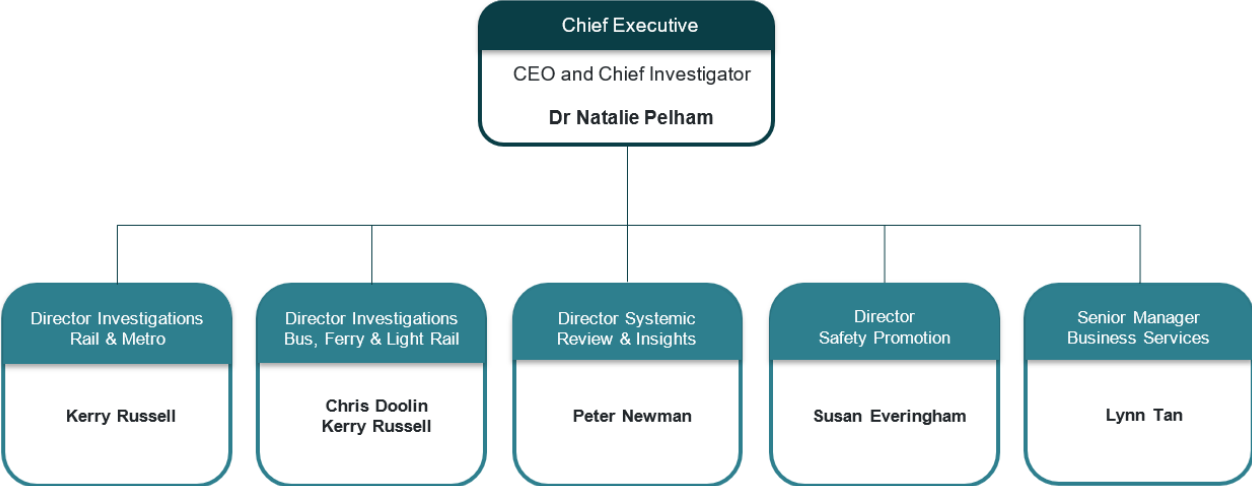
Lynn is an experienced project controls and accounting management professional. She has more than 20 years’ experience in the public and private sectors in corporate accounting, asset management, project controls and capital project/program planning. Lynn is a member of CPA Australia and Nominal CFO for OTSI.



Figure 2 - Dr Natalie Pelham speaking at the RISSB Rail Safety Conference, May 2023

Chief Executive and senior leadership team

As of 30 June 2023



Organisational structure

Business Services

The Business Services team leads the management of the OTSI business services function, providing advice and support to the Office of the CI and all business unit areas, in jointly managing the business service activities. The team also leads corporate service governance and assurance including quality improvement, process development and business system implementation.

Business Services team is responsible for:

- financial management and governance
- human resources
- procurement and contracts management
- corporate governance & assurance
- information and records management
- IT program/projects management
- security and facilities
- learning and development.

Investigations

The Investigations team has two streams: heavy rail and metro; and bus, ferry and light rail. These streams are responsible for:

- 24/7 on call duty and serious incident site deployment capability
- triage of notifiable occurrences and collection of incident data
- conducting preliminary investigations into reported occurrences
- undertaking incident investigations under the *NSW Passenger Transport Act 1990* and under the *Transport Safety Investigation Act 2003 (Cth)* and the provisions of a Collaboration Agreement with the Australian Transport Safety Bureau (ATSB)
- reviewing operator investigation reports to assess effectiveness and to identify safety lessons to share
- conducting no-blame incident investigations to examine contributing factors and opportunities for safety improvement
- conducting systemic investigations to examine organisational influences on safety
- investigating confidential safety concerns reported by industry through the Confidential Safety Information Reporting Scheme (CSIRS)
- producing investigation reports ranging from a short investigation through to major investigations with recommendations and actions to improve safety.

Safety Promotion

The Safety Promotion team leads the development and delivery of OTSI's strategy for education and awareness initiatives on safety issues and priorities across rail, bus and ferry. It also coordinates the setting of the OTSI strategic directions through corporate planning and performance processes.

The team is responsible for:

- communicating safety information to stakeholders and the community
- developing and managing industry partnerships
- stakeholder engagement strategy
- corporate strategy, business planning, performance, reporting and enterprise risk management
- brand management
- internal communication
- media and issues management
- development and maintenance of OTSI's digital presence (website and LinkedIn)
- event management.

Systemic Review and Insights

The Systemic Review and Insights team provides reliable and quality data from the rail, bus and ferry sectors to identify safety issues and priorities used to develop useful insights that, enhance OTSI's investigative and safety promotion functions and improve safety outcomes across the transport. The team also undertakes research on a range of identified safety issues to provide information and advice to transport operators and other stakeholders to improve safety in those areas.

The team is responsible for:

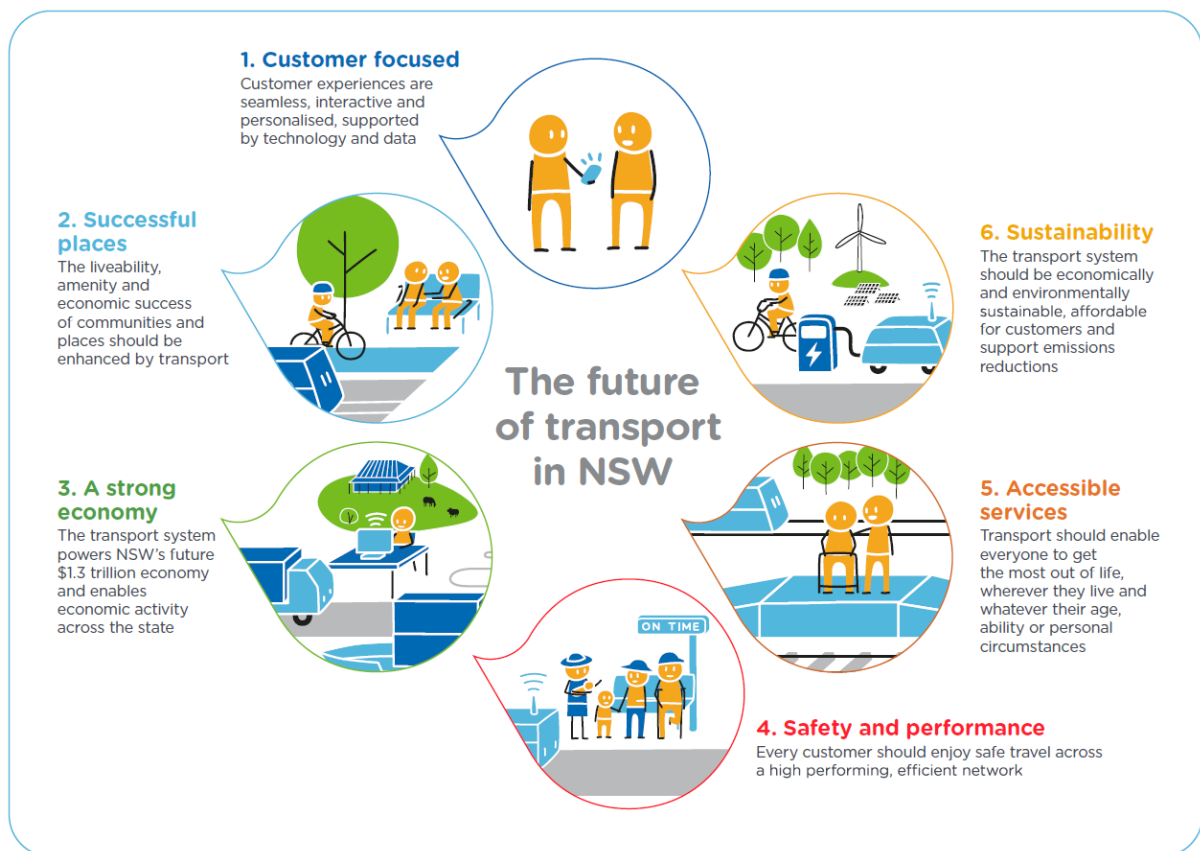
- providing reliable and accurate bus, ferry, and rail safety data sets to support OTSI's decision making
- analysing data sets to identify emerging safety issues and trends and priorities
- developing and maintaining OTSI's data strategy and governance
- working with the Investigations team to identify and plan systemic and programmed investigations
- undertaking research to support OTSI's investigative and safety promotion functions
- producing data and research reports such as monthly data reports and, in future, industry safety reports.

Strategy

Our strategy

OTSI’s strategic direction has been developed to meet its objectives and support delivery of NSW Government strategies including the Future Transport Strategy 2056, state and commonwealth legislation, and the needs of our internal and external stakeholders.

Future Transport Strategy 2056 principles



Revised business operating model

Since OTSI was first established in 2004, our public transport systems have continued to grow and evolve, with passenger demand for increasing services due to population growth and increased operational needs for sustainable transport solutions that offer safety, reliability and cost efficiency.

To meet these changing needs, OTSI developed and implemented a new business operating model in February 2022 and throughout the 2022-23 financial year we have continued to embed this model into our operations.

The new operating model enables OTSI to continue to undertake robust investigations into transport safety incidents while also:

- Developing a proactive data-driven workstream for investigations and research, including programmed investigations and research into known risks
- Implementing a safety promotion strategy to enhance the sharing of safety lessons and better support industry and government to achieve safety improvement
- Strengthening our systems approach to transport safety investigation and analysis.
- Enhancing governance, accountability and oversight with an augmented business management system.

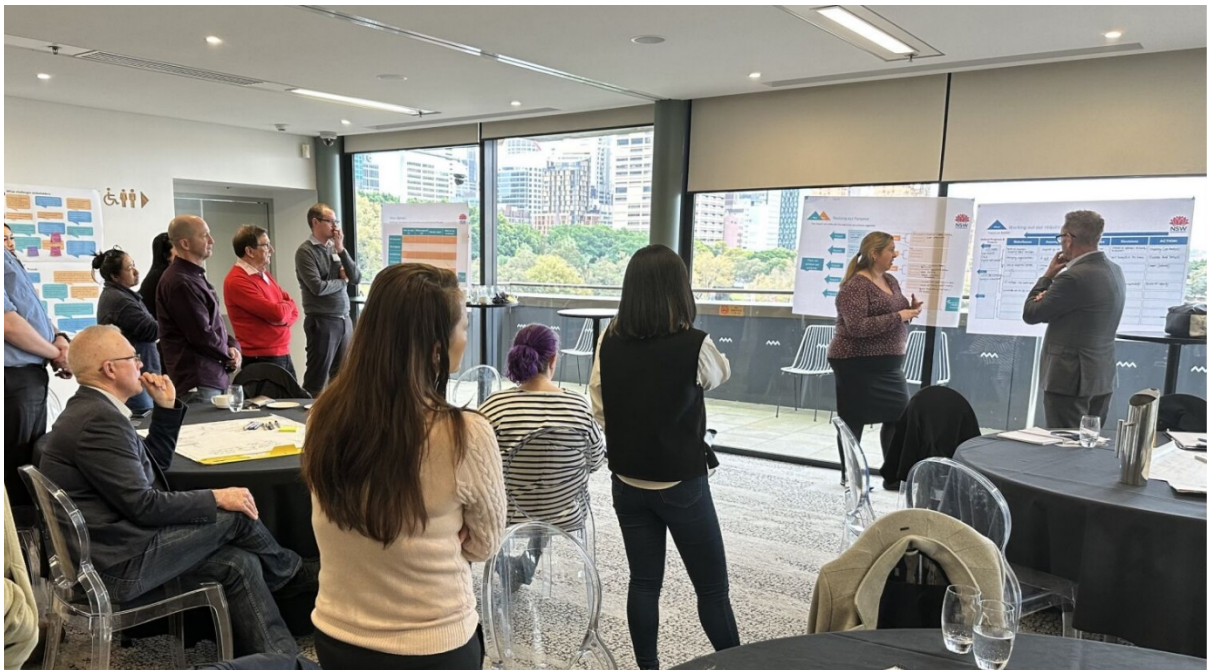
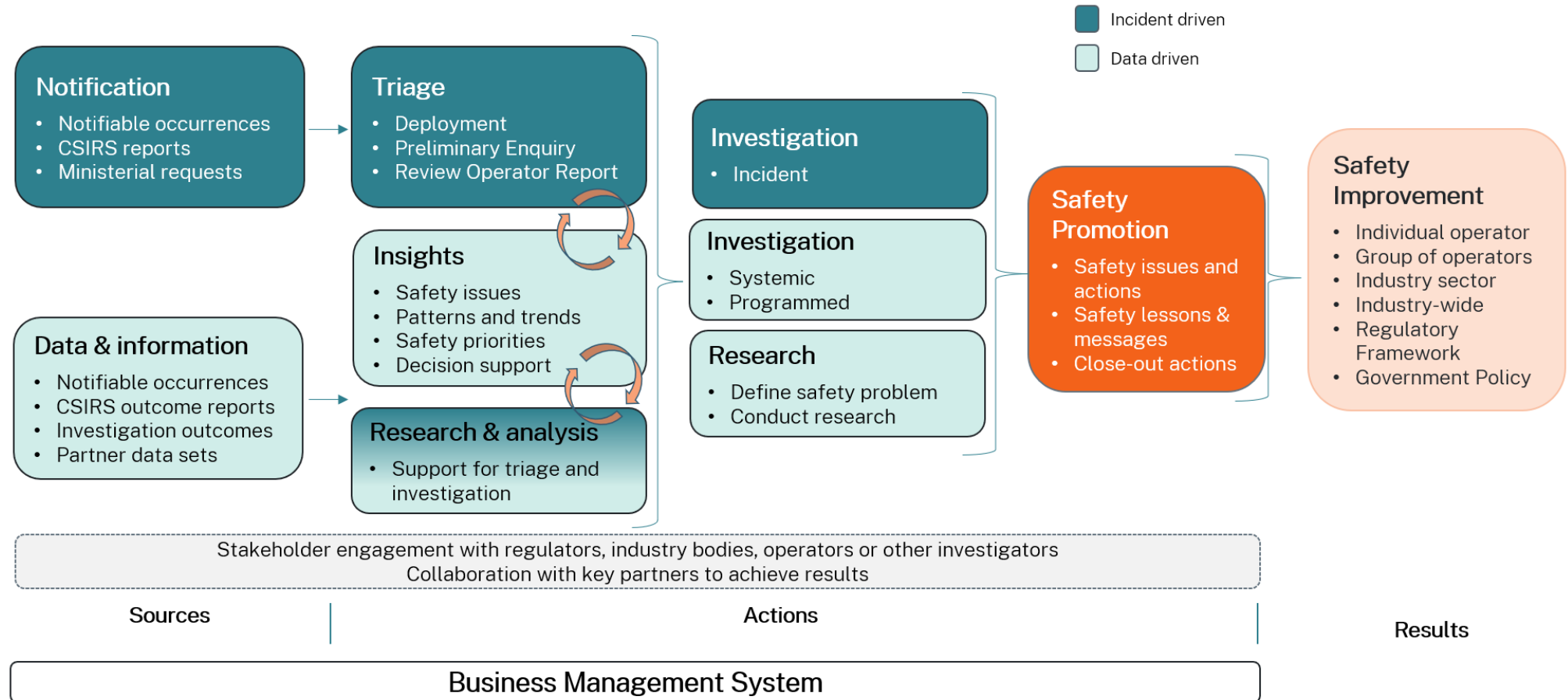


Figure 3 – All staff planning workshop March 2023

OTSI business operating model



2022-23 key achievements

Investigations program

During the year OTSI completed six investigations – three under NSW legislation (*Passenger Transport Act 1990*) and three under the provisions of the *Transport Safety Investigation Act 2003* (Cth) and the Collaboration Agreement with the ATSB.

Investigations, deployments and operator reviews

OTSI Transport Safety Investigators deployed 11 times to conduct preliminary incident investigations and 10 investigations into rail, bus and ferry accidents and incidents were initiated during the year. New investigations included the tragic bus rollover at Greta in the NSW Hunter Valley in which 10 passengers were killed.

At the end of the financial year, 21 investigations – 1 programmed, 3 systemic, and 18 incidents – were underway. Many of these investigations are scheduled for completion in 2023-24.

In 2022-23, OTSI also completed 17 reviews of transport operator reports to identify potential risks and opportunities for safety improvement. In addition, a significant amount of work was undertaken during the year to streamline supporting systems for the investigation function, including a major review of procedures.

Safety Alerts and Safety Advisories

OTSI has received strong stakeholder feedback about the value of Safety Advisories and Alerts which deliver timely safety information to bus, ferry or rail operators about issues that could pose an immediate safety risk to operations. During the year OTSI published seven Safety Advisories on topics including the commissioning and servicing of fire suppression systems (bus), rollaways and incident data collection (bus), securing bus batteries, cabling and protective covers (bus), managing fire risks (ferry) and locomotive sandbox fixing arrangements (rail).

For detailed information on all investigation activity undertaken during the year, see pages 27 to 31.

Changes to bus incident reporting

Reportable bus safety incidents make up around 65 per cent of occurrences notified to OTSI. In March 2023, OTSI released a revised list of ‘significant’ safety occurrences that bus operators must report to the OTSI Duty Officer immediately by phone.

The change did not affect the legislative requirements for what incidents operators must report via the Bus Incident Management Database (BIMD) but were designed to ensure the OTSI Duty Officer focuses their attention on events that may require OTSI to

deploy to a site or undertake other immediate actions. The changes will also help reduce the administrative burden on operators at the time an incident occurs.

OTSI implemented an awareness campaign from February – with the support of BusNSW, Transport for NSW and the Bus Industry Confederation – to communicate the changes.

Updated 72 Hour Bus Incident Investigation Report

Work on OTSI's systemic investigation into bus rollaway events in NSW identified opportunities to improve the quality of data supplied by operators and support them to conduct their own investigations into safety incidents. OTSI found that information on incident cause and circumstance was not always identified and/or recorded.

After the notification of a safety occurrence to the Duty Officer, OTSI may ask the bus operator to complete an investigation into the matter using the 72 Hour Bus Incident Investigation Report.

In May 2023, OTSI released a revamped version of the report – developed with input from Transport for NSW and BusNSW – incorporating the 'PEEPO' (People, Environment, Equipment, Procedures and Organisation) investigative model to support operators to collect more and better incident data.

Using a model such as PEEPO when complying with the Bus Operator Accreditation Scheme (BOAS) requirement for operator investigations enables an operator to capture better data and more valuable safety-based incident information including incident context, identify contributory/underlying cause (immediate and systemic). OTSI uses information collected from the form to identify trends or safety factors across the sector, to inform investigation decisions, and to work with individual operators or the regulator to identify lessons or improve safety specific to the incident.

Quality Forum

OTSI established a Quality Forum in November 2022. The role of the Forum, which comprises the Chief Investigator and two external members, is to provide advice and assurance to OTSI on its investigations and associated processes including priorities and strategic alignment, quality of reports, and alignment with internationally recognised investigation methods.

The Forum met 6 times in 2022-23 and provided valuable feedback to the Chief Investigator and Investigators in Charge of individual investigations which enhanced the rigour and quality of several reports.

Office refurbishment project

OTSI's head office at level 17, 201 Elizabeth Street, Sydney received a much-needed upgrade to accommodate the increased number of staff and provide a more contemporary work environment, offering activity-based working and enhanced collaboration facilities.

Transport for NSW, which provides a range of corporate services to OTSI under an Enabling Service Agreement, was engaged to manage the design and delivery of the refurbishment which allowed OTSI to achieve a cost-effective solution. The project was successfully completed in November 2022.

Safety promotion activity

In 2022-23, OTSI invested additional resources to identify and activate opportunities to promote safety lessons and insights from its work to transport operators, regulators, and other stakeholders who can implement safety improvements.

Leveraging strategic opportunities to share safety lessons and insights at industry events was also a priority. CEO and Chief Investigator Dr Natalie Pelham and other OTSI staff presented at major events including the Rail Industry and Safety Standards Board (RISSB) Rail Safety Conference and a RISSB webinar, and the National Investigations Symposium. And for the first time, OTSI exhibited at the Australian Bus and Coach Expo held in Sydney in October 2022.

Data governance framework and data strategy

The development of a new data governance framework and enhancements to our incident database were key milestones for the year and are building blocks that will enable the team to uplift our ability to identify safety risks, undertake research and programmed investigations into known risks, and to deliver more insights to the bus, ferry and rail stakeholders.

There is continuing growth of our data analysis and reporting function, including the recruitment of remaining specialist positions in the Systemic Review and Insights team.

Professional Development Program

A bespoke Professional Development Program (PDP) to support the attraction, development, and retention of talent in OTSI was completed and will be implemented from 2023-24.

The comprehensive and contemporary PDP is underpinned by the OTSI Capability Framework which was further refined during the year to ensure individuals in OTSI's four functional teams build and maintain the relevant capabilities to enable them to successfully deliver the revised business operating model and achieve the outcomes outlined in the OTSI Strategic Plan.

Along with developing the PDP, several activities were introduced to support staff to keep abreast of current activities, including attending relevant industry events and the launch of monthly, internal InfoXchange events. Presentations for InfoXchange included the National Transport Commission on rail interoperability and the Australian Maritime Safety Authority on its regulatory approach.

Enhanced digital stakeholder channels

A revamped OTSI website was launched in February 2023 with improved functionality and navigation for visitors and expanded information on OTSI functions such as the investigation process. The launch resulted in an increase in website users of 154% over the previous year.

A new strategy was rolled out for OTSI's presence on the social media platform LinkedIn to increase communication about new and completed investigations, Safety Advisories and Alerts, and information on other OTSI activities that benefit the transport sector. OTSI LinkedIn account followers grew by 53% during the year. Investigation report releases received the highest impressions and engagement scores with rates considerably higher than LinkedIn benchmarking per followers.

OTSI also launched a quarterly digital newsletter 'OnBoard' to provide stakeholders with a summary of key news items and links to resources on the website.

Research program

With the goal of improving transport safety by providing reliable and actionable insights powered by data and research, the new Systemic Review and Insights (SRI) team developed a strategy to guide external and internal research projects that identify, prioritise and address existing and emerging transport safety issues.

External research projects will focus on safety issues requiring a broad research scope and/or resources or expertise not available at OTSI, and will be run in collaboration with external academic, industrial and government research institutes. Internal research projects will focus on research and analyses of incident data to identify trends and/or recurring or systemic transport safety issues. Depending on the research scope of the identified issues, they will either be investigated as systemic investigations, or researched as external projects with the appropriate research partners.

During the year, SRI also conducted literature reviews and provided other research assistance for multiple incident investigations. The availability of these specialist resources in OTSI has enhanced the quality of investigations and will, increasingly, provide Transport Safety Investigators with more capacity to focus on core investigative tasks.

Confidential Safety Information Reporting Scheme

OTSI finalised nine investigations into reports of safety concerns raised by transport employees under the Confidential Safety Information Reporting Scheme (CSIRS). Three of these investigations led to Outcome Reports which were published on the OTSI website to share the lessons with the wider transport industry.

During a year preliminary work was undertaken to identify opportunities to enhance the robustness of the scheme and to further raise awareness of its operation among transport employees.

Priority safety issue identification and analysis

OTSI developed a comprehensive qualitative framework for the identification and prioritisation of transport safety issues. The first iteration of the prioritisation framework highlighted three priority safety issues across the transport modes – bus, ferry, and rail.

In 2023-24, internal cross-functional working groups will be established to develop programs of work to analyse and address these priority issues. The programs are expected to include a mix of investigative, research and safety promotion activity.

A major body of work completed during the year was the analysis of more than 10 years of bus fire and thermal incident and bus fleet data (from 2013-2022), which was undertaken for the Bus Fire Safety Report, to be released in September 2023.

The report will:

- highlight the health, social and economic impacts of bus fire and thermal incidents in NSW over the last decade
- investigate the causes and potential contributing factors to these incidents, review the effectiveness of existing fire safety interventions
- emphasise the need for further improvement in bus fire safety through predictive modelling and benchmark analysis
- make recommendations for bus fire safety improvement based on the available evidence.

Stakeholder engagement

In 2022-23, OTSI enhanced its engagement strategy and developed modal plans for bus, rail and ferry to ensure its efforts were aligned with the specific safety issues and stakeholder needs of each sector.

A key focus was on strengthening relationships with peak bodies, regulators, and unions. OTSI established or maintained multiple ongoing meetings and forums which support a two-way dialogue and provide opportunities for safety risks – and opportunities for improvement – to be shared and discussed. It participated as a member of key government-industry forums such as the Bus Industry Working Group and Commercial Vessels Advisory Group.

OTSI maintained an ongoing dialogue with Transport for NSW (TfNSW) to highlight safety issues for action. In December 2022, the two organisations signed a Memorandum of Understanding which outlines their respective roles and responsibilities and sets out the terms under which both agencies will cooperate, collaborate and share information.

Examples of project-specific engagements conducted during the year were:

- An industry-wide online survey and consultation meetings with key stakeholders to gather feedback on ways to improve OTSI's collection and reporting of data on bus fires and thermals to make information more accessible and actionable for operators and other stakeholders.
- Working with the maritime industry to gather insights from domestic commercial vessel operators, masters and other crew on induction practices. An online survey was launched in June to collect information to support limited data and investigation findings that suggest induction practices for small operators may not always be sufficient to equip crew to safely operate a vessel, especially in an emergency. The project will be completed in 2023-24.

Contributions to state and national consultations

During the year OTSI made contributions to formal and informal consultations on state and national policy impacting the safety of bus, rail and ferry operations in NSW.

OTSI made two formal submissions to the Independent Review of Australia's Domestic Commercial Vessel Safety Legislation, and Costs and Charging Arrangements commissioned by the Australian Government. The first submission was in response to the initial consultation aid and the second was made on the Interim Safety Report. The Chief Investigator was also interviewed by the review committee. OTSI provided advice on several topics such as opportunities to achieve consistency in approaches to regulating safety (including alignment with work health and safety legislation), enhancements to incident reporting and identification of specific safety risks.

OTSI provided feedback on the draft Advancing Rail interoperability Through a National Standards Framework prepared by the National Transport Commission, and the National Electric Vehicle Strategy.

OTSI gave feedback on Rail Industry Safety and Standards Board (RISSB) products including the Code of Practice on the Recruitment and Training of Network Control Officers.

Towards the end of the year, OTSI provided advice to the NSW Government's Bus Industry Taskforce which is focusing on the quality and reliability of bus services across NSW, and the effectiveness of the current networks in meeting community needs. OTSI will make a formal submission to the Taskforce in early 2023-24 about the safety regulatory framework and relevant issues arising out of OTSI investigations.

Operations and performance

Products and services

Investigations

Incident investigations

Identify safety issues aimed at improving the effectiveness of safety management systems such as adoption of technology, improved maintenance, configuration and assurance or competence and training.

Systemic investigations

'Deep dive' into a specific topic or occurrence that examines systems issues and organisational influences on safety. Often identified through safety trend analysis or from a series of investigations into similar incidents.

Programmed investigations

Examine safety topics or risks that require ongoing monitoring and information sharing with industry.

Operator report reviews

Provide feedback to operators on their reports and identify safety insights that could be shared to improve safety.

Confidential Safety Information Reporting Scheme (CSIRS) report reviews

Administering the Confidential Safety Information Reporting Scheme for transport employees, conducting investigations into reported matters and publishing Outcome Reports, where appropriate to share safety lessons.

Safety Alerts and Safety Advisories

Supporting transport operators, regulators and industry to improve safety by communicating advice and information on risks identified through investigations, the review of transport operator investigation reports, research, and data analysis.

Systemic Review and Insights

Research reports

Reports into identified safety issues, developed in collaboration with external industry, government and/or academic partners to provide information to support safety improvement.

Safety Promotion

Stakeholder engagement and events

Engaging with operators, regulators, unions, government agencies and industry organisations through ongoing forums and participation in industry events to provide information and receive feedback.

Digital channels

Maintaining a website, LinkedIn presence and quarterly newsletter to provide public access to OTSI investigation reports, Safety Alerts and Advisories, and information on the agency's functions and activities.






Figure 4 - Nana Glen freight train derailment (source Fire and Rescue NSW)

Investigation summary

Throughout the reporting year, the OTSI undertook the following key activities:

Notifications and deployments

- Received and assessed **1,086** rail, bus, and ferry incident notifications
- Deployed to site on **11** occasions to conduct preliminary incident investigations
- Initiated **10** investigations into rail, bus and ferry accidents and incidents

Bus	Rail	Ferry
 <p>731 notifications 7 deployments 6 investigations</p>	 <p>195 notifications 3 deployments 2 investigations</p>	 <p>160 notifications 1 deployment 2 investigations</p>

Published reports and advisories

OTSI published a total of **6** investigation reports to share findings with operators and stakeholders which resulted in:



- 13** safety recommendations made to operators and industry
- 7** Safety Advisories issued on immediate identified safety issues

Confidential Safety Information Reporting Scheme (CSIRS)

OTSI received and assessed report notifications received through the confidential reporting system which resulted in:



- 9** investigations conducted into reports of safety concerns raised by transport employees
- 3** CSIRS Outcome Reports published (de-identified) where OTSI determined that the information on safety matters raised would benefit other industry stakeholders

Operator reports

OTSI requests reports from transport operators on certain incidents to increase our understanding and potentially identify safety insights that could be shared with other operators to enhance network safety in NSW



- 46** operator reports were requested
- 17** operator reports were fully reviewed and closed

Annual statistics

1 July 2022 - 30 June 2023

Table A: Incident reports received by the OTSI duty officer

Mode	Reports received	Annual average*
Bus	731	894
Ferry	160	97
Rail	195	210
Total	1086	1201

*Past 4 years

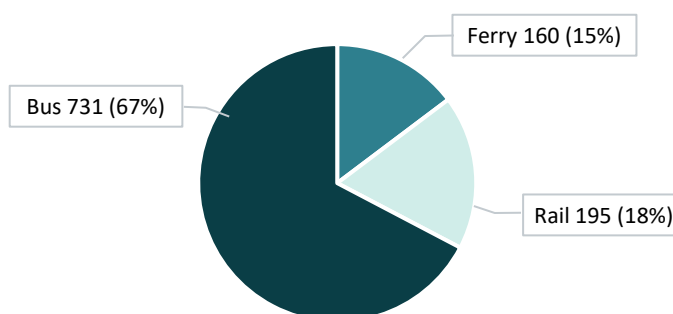


Table B: Deployments by OTSI investigators

Incident date	Mode	Description
18-Jul-22	Rail	Fire under V set passenger train - Parramatta
8-Aug-22	Bus	Bus fire m/o 9994 - Green Valley
5-Sep-22	Bus	Bus rollaway and collision - Wilsons Valley
10-Oct-22	Rail	SSR Freight train 942 runaway - Dombarton
13-Nov-22	Bus	Bus crash into culvert drain - Belmont North
14-Dec-22	Bus	Bus M04832 struck pedestrian - Sydney
13-Jan-23	Rail	Collision and derailment between trains 1150 and T296 - Port Botany
10-Feb-23	Bus	Coach Fire TV287A - Revesby
16-Mar-23	Bus	Bus fire - Umina Beach
31-May-23	Ferry	Vessel Cheryl Salisbury collision with wharf - Barangaroo
11-Jun-23	Bus	Rollover of coach 4666MO - Greta

Table C: Investigations initiated

TSI denotes investigation carried out under the *Transport Safety Investigation Act 2003 (Cth)* under a collaboration agreement with the ATSB

Incident date	Description
8-Aug-22	Bus fire m/o 9994 - Green Valley
25-Aug-22	Fatality on locomotive of train 4MB9 – Cullerin (TSI)
5-Sep-22	Bus rollaway and collision - Wilsons Valley
26-Sep-22	Safety and assurance systems for defect management (critical steering controls) in the Emerald Class Generation II Fleet
13-Nov-22	Bus crash into culvert drain - Belmont North
1-Jan-23	NSW Bus Fires Summary Report 2022
13-Jan-23	Collision and derailment between trains 1150 and T296 - Port Botany
10-Feb-23	Coach fire TV287A - Revesby
16-Feb-23	Children overboard at Riverview College Ferry Wharf - Riverview*
11-Jun-23	Rollover of coach 4666MO - Greta

*Investigation initiated on the direction of the Minister for Transport

Table D: Investigations finalised/published

Incident date	Description	Date published
16-Aug-21	Bus fire MO5103 - Campbelltown	26-Aug-22
16-Dec-20	Pedestrian fatality - Bondi Junction	21-Oct-22
08-Jan-21	Safeworking irregularity and near miss with crew of 5936 - Hawkesbury River (TSI)	16-Dec-22
29-Jun-21	Speed restriction not applied allowing passenger train ST24 to overspeed – Harefield (TSI)	03-Feb-23
12-Dec-21	Rockfish 3 collision with John Cadman 3 - Sydney Harbour	07-Feb-23
25-Feb-21	Derailment of freight train 4BM4 - Nana Glen (TSI)	6-Jun-23

Table E: Investigations discontinued**

Incident date	Description	Date discontinued
15-Jan-22	Bethungra derailment (TSI)	07-Oct-22

**Investigations may be discontinued where, after making initial inquiries or reviewing an operator's investigation report, it is determined there is limited potential for identifying additional system safety issues that may enhance transport safety

Table F: Safety Alerts and Safety Advisories published

Date published	Description
15-Aug-22	Safety Advisory SA03/22 - Commissioning and servicing of bus and coach fire suppression systems
13-Sep-22	Safety Advisory SA04/22 - Locomotive sandbox fixing arrangements
25-Nov-22	Safety Advisory SA05/22 - Bus fire safety and emergency incidents in tunnels
14-Mar-23	Safety Advisory SA01/23 - Protection of electrical circuits on buses
21-Apr-23	Safety Advisory SA02/23 - Bus rollaways and incident data collection
08-Jun-23	Safety Advisory SA03/23 - Securing bus batteries, cabling and protective covers
29-Jun-23	Safety Advisory SA04/23 - Managing fire risks on domestic commercial vessels

Table G: CSIRS reports received

Date Reported	Description
21-Jul-22	C1016 - Competence assurance and performance management of incident response personnel
16-Aug-22	C1017 - Safety assurance processes on More Trains More Services (MTMS)
09-Oct-22	C1018 - Driver attestation not provided at sign on as per SMS. Alternate sign on process provided
27-Jan-23	C1020 - TOA issued without appropriate protection and assurances
20-Mar-23	C1021 - Onboard crew deficiency regional passenger train
20-May-23	C1023 - Maintenance Centre issue ambiguous track speed signage
28-May-23	C1022 - Routine clipping of catch points
06-Jun-23	C1025 - Support systems for safeworking breaches
21-Jun-23	C1024 - Unsafe driver's seat

Table H: CSIRS outcome reports published

Date published	Description
29-Mar-23	C1016 - Competence assurance and performance management of incident response personnel
17-Apr-23	C1012A - Tangara brake handles
17-Apr-23	C1012B - Response to defects detected during train preparation

Table I: Current systemic investigations

Commenced	Description
13-Jan-22	Bus rollaways in NSW
11-May-22	Rail worksite protection in NSW

Table J: Current programmed investigations

Commenced	Description
01-Jan-23	2022 Bus Fires in NSW



Figure 5 - Umina Beach bus fire

Management and accountability

Human resources

Workforce

In line with the revised OTSI business operating model and 2021-2025 Strategic Plan, OTSI increased its headcount to 32 employees as of 30 June 2023, an increase in a further 6 employees from 2021-22. The headcount is the total number of employees working in a full-time capacity, inclusive of labour hire or externally seconded employees. OTSI does not have any part-time employees.

During the year, OTSI continued to expand its investigative capability with the addition of two new Transport Safety Investigators and one Senior Transport Investigator. In addition, specialists in business management, communications and engagement and data insights were also recruited to deliver the organisation's new or enhanced Business Services, Safety Promotion, and Systemic Review and Insights functions.

OTSI welcomed two graduates under rotation from the NSW Government Graduate Program into the Systemic Review and Insights team to gain valuable experience in data analytics.

OTSI workforce (at 30 June 2023)					
	Full time	Fixed term	Contract	Graduate	Total
2022-23	28	0	2	2	32
2021-22	21	0	3	2	26
2020-21	9	1	1	1	12

Employment arrangements

In 2022-23, employee salaries, wages, and allowances for OTSI's full-time staff were covered under the following agreements:

- 18 employees had salaries, wages and allowances paid in accordance with the Transport for New South Wales and Sydney Metro Salaries and Conditions of Employment Award.
- 7 employees remained on their pre-existing common law contract agreements with their salaries benchmarked against the Crown Employees Award.

Non-Executive employees	2022-23		2021-22		2020-2021	
	Female	Male	Female	Male	Female	Male
Senior Manager (TSSM*)	1	0	1	0	0	0
Salaried Employees (Grades 1-9)	10	15	5	8	1	6
Total	11	15	6	8	1	6

*Transport Senior Service Managers

Numbers and remuneration of senior executives

The percentage of overall salary related expenditure for OTSI senior executives was 24.71 per cent in 2022-23, compared to 27.4 per cent in 2021-22.

Senior Executive bands	2022-23		2021-22		2020-21	
	Female	Male	Female	Male	Female	Male
Band 2 (Executive Director level)	1	0	1	0	1	0
Band 1 (Director level)	2	2	3	1	1	1
Total	3	2	4	1	2	1

Average Executive remuneration			
Band	Range*	2022-23	2021-22
Band 2	\$287,201 to \$361,300	\$322,453	\$323,812
Band 1	\$201,350 to \$287,200	\$232,483	\$229,782

*PSC discretionary remuneration range (effective 1 July 2022)

Payments to consultants

In line with the NSW Procurement Board's definition of consultants, OTSI did not procure any consultant services during 2022-23. However, OTSI did engage 8 professional service contractors during the reporting period at a total cost of \$417,436 (ex GST).

Promotion

There were no overseas visits undertaken by OTSI staff during 2022-23.

Legal change

OTSI exercises functions under the:

- *Transport Administration Act 1988*
- *Transport Safety Investigation Act 2003 (Cth)*
- *Passenger Transport Act 1990*
- *Rail Safety (Adoption of National Law) Act 2012*
- *Marine Safety Act 1998*
- Regulations made under those Acts.

There were no changes in the Acts or subordinate legislation impacting OTSI's function or operation.

Risk management and insurance activities

Internal audit and risk management policy attestation

In May 2016, OTSI was granted an exemption from the requirements of Treasury Policy TPP 15-03 - Internal Audit and Risk Management (Policy) due to having met the Small Agency Exemption eligibility criteria. However, with changes made to the exemption definitions in the revised policy, TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector, OTSI sought and was granted an extension of its previous exemption for the 2022-23 reporting period.

To ensure OTSI remains compliant with its core requirements under the policy and uses an internal audit function to provide management with independent and objective advice and to highlight any control weakness or identify opportunities improve operations.

Identifying and managing risk and opportunity

OTSI is committed to identifying and effectively managing risks to its operations. The Corporate Risk Management Policy establishes the principles that enable OTSI to proactively integrate risk management into all policies, procedures and practices while maintaining consistency in the methods used to identify, assess, monitor and communicate risks across the organisation.

A review of OTSI's enterprise risks, controls and open actions is conducted monthly at the corporate Leadership Team meetings and tracked in the Enterprise Risk Register.

OTSI has insurance cover for all major assets and significant risks through the NSW Treasury Managed Fund (TMF). This includes full workers compensation, motor vehicle, property, public liability and miscellaneous insurance claims. No claims were lodged in 2022-23.

Internal audit

Under a competitive process, OTSI outsourced its internal audit function to OCM (O'Connor Marsden and Associates) in December 2022. OCM undertook three audits during the reporting period:

- Governance Health Check (February 2023)
- Work Health Safety Management Review (April 2023)
- Information and Records Management (May 2023).

External audit

Between 2019-20 and 2021-22, OTSI assessed it had met the reporting exemption criteria under Part 3A Division 2 of the *Government Sector Finance Regulation 2018*. As a result, OTSI was not required to prepare annual financial statements for those years.

As OTSI's financial statements were last prepared in 2018-19 under the *Public Finance and Audit Act 1983* (PF&A Act), there is a risk that OTSI may no longer be compliant with the *Government Sector Finance Act 2018* (GSF Act) which superseded the PF&A Act.

For 2022-23, OTSI assessed it no longer meets the financial reporting exemptions under the GSF Regulation. Furthermore, there is a risk that the comparative financial information and disclosures presented in OTSI's 2022-23 financial statements may be materially mis-stated.

The Audit Office of NSW was engaged to review OTSI's relevant business process controls to ensure compliance with the GSF Act. The Audit Office has performed audit procedures over comparative financial information presented in the financial statements.

An unqualified opinion was given by the Audit Office in the independent Auditor's report as Audit outcome for 2022-23.

No significant issues for OTSI were raised by the Auditor General during 2022-23.

Implementation of Price Determination

OTSI is not subject to a determination or recommendation of the *Independent Pricing and Regulatory Tribunal Act 1992* (IPART Act).

Cyber Security Policy Attestation

As required under the NSW Government policy on Cyber Security, the Chief Investigator provides the following attestation of compliance with the policy.

**Office of Transport
Safety Investigations**

Cyber Security Compliance Statement for the Office of Transport Safety Investigations for 2022-23

I, Natalie Pelham, confirm that the Office of Transport Safety Investigations (OTSI) is in alignment and complies with NSW Government Cyber Security Policy.

OTSI Information Security Management Systems (ISMS) are provided and maintained by Transport for NSW (TfNSW) as part of shared (transactional) services provided to Transport Agencies under an Enterprise Service Agreement.

Consequently, OTSI strictly adheres TfNSW's cybersecurity policies and procedures. All OTSI employees are required to comply with TfNSW guidelines regarding cybersecurity, device usage, and access to TfNSW IT systems.

OTSI efficiently manages cybersecurity risks by utilising an enterprise risk framework which is regularly reviewed by the Leadership Team. We have also established an internal governance forum, complete with a steering committee, to oversee cyber security and data governance risks throughout our organisation.

Yours sincerely



Dr Natalie E Pelham
CEO and Chief Investigator

Additional matters for inclusion

Reporting obligations under the *Government Information Public Access Act 2009 (GIPA Act)*

Review of proactive release program

Under section 7(3) of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available.

OTSI has an ongoing and proactive process and communications function which regularly reviews information for public release through its website, publications and stakeholder events. Reviews during the year to its website reflect any changes within OTSI as well as aligning it with legislative changes under the GIPA Act.

Access applications received

During the reporting period, OTSI received three (3) formal access applications. Statistical information about access applications can be found in the following table.

Applicant type	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	1	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	1	0	0	0	0	0	0
Members of the public (other)	1	0	0	0	0	0	0	0

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

Two access applications were granted with partial access because they requested information referred to in Schedule 1 of the Act, being information for which there is a conclusive presumption of overriding public interest against disclosure of information that would disclose a matter relating to an investigation or inquiry into a transport accident or incident under section 46BA or 46BC of the *Passenger Transport Act 1990*.

Privacy and Personal Information Protection Act 1998 (PIIP Act)

OTSI is mindful of its obligations under the PIPA Act and in accordance with section 33 of the *Privacy and Personal Information Protection Act 1998 (NSW)* (PIIP Act). OTSI has a Privacy Management Plan in place and is committed to protecting the privacy of its staff and customers by creating a strong culture of privacy compliance and good practice.

Reporting obligations under the Public Interest Disclosures Act 1994

The *Public Interest Disclosure Act 1994*, Section 31, requires each public authority to prepare an annual report on obligations under the Act. In accordance with Section 4 of the Public Interest Disclosures Regulation 2011, the following information is provided on public interest disclosures for the period 1 July 2022 to 30 June 2023.

Public Interest Disclosures - July 2022 - June 2023

Number of public officials who made Public Interest Disclosures (PIDs)	0
Number of PIDs received	0

Economic or other factors affecting performance

There were no economic or other factors affecting OTSI's operational objectives in 2022-23.

Exemptions

OTSI has a small agency exemption for attestation to the core requirements of TPP20-08 Internal Audit and Risk Management Policy.

Events arising after the end of the annual reporting period

In October 2023, OTSI Chief Investigator Dr Natalie Pelham announced her resignation. Dr Pelham's appointment with OTSI will cease on 3 November 2023.

The Minister for Transport has appointed Jim Modrouvanos as acting Chief Investigator while recruitment activities are undertaken. Mr Modrouvanos has qualifications in engineering and public administration, is a member of the OTSI Quality Forum and has more than 30 years' experience in the Transport public service encompassing several senior Executive roles. He has led teams in areas such as radio systems, operational technology, signalling control systems, rail engineering, asset management, safety systems, systems assurance, freight and industry regulation.

In his substantive role, Mr Modrouvanos is Executive Director with the Point to Point Transport Commission which regulates the taxi and rideshare industries to achieve safer point to point transport in New South Wales.

Sustainability

Diversity and inclusion

Workforce diversity and inclusion

OTSI recognises that effective service delivery requires us to understand diversity, to promote it, to reflect it and to draw on it. Diversity of people, languages, backgrounds, education and opinions is considered a valuable resource which is available through OTSI staff.

OTSI supports the principles of multiculturalism and is aligned to the broad direction of the *Multicultural NSW Act 2000* (the Act). In line with these principles OTSI continued with the following activities during 2022-23:

- Ensured recruitment practices were merit-based and not disadvantageous to any specific cultural group
- Ensured discrimination was not tolerated in any behaviour or practice in relation to OTSI
- Took into consideration cultural needs of staff and stakeholders in training and communication activities.

Employee diversity					
Measure	Benchmark	2023	2022	2021	2020
Women (%)	50% by 2025	46.7	52	33	9
Aboriginal and Torres Strait Islanders peoples (%)	3.3% by 2025	0	0	0	0
People whose first language was not English (%)	23.2% by 2025	21.8	22	0	0
Employees with a disclosed disability (%)	5.6% by 2025	0	0	0	0

People Matter Employee Survey (PMES) diversity and inclusion

The 2022 PMES was conducted by the Public Service Commission from 22 August to 16 September 2022. OTSI had a survey response rate of 95%.

OTSI's PMES inclusion and diversity (total score) for 2022 was 68%, up 3% on our 2021 results. On the question of personal background not being a barrier to participation in the organisation (e.g., cultural background, age, disability, sexual orientation, gender), OTSI scored 85%, up 18% on our 2021 result, which was 7% higher than the sector average and 8% above the average of the Transport cluster.

Work health and safety

OTSI is mindful of its obligations under the *Work Health and Safety Act 2011* and provides a framework to protect the health, safety and welfare of all its workers.

The Work Health and Safety Working Group (WHSWG) ensures the health and safety needs of OTSI workers are administered and regularly communicated at monthly all staff meetings. The focus of the WHSWG is on:

- Ensuring the safe use and handling of goods and substances
- Providing and maintaining safe tools and equipment
- Conducting office-based inspections
- Providing a suitable working environment and facilities
- Assisting in the development of policies and procedures relating to worker safety.

During the reporting period, the WHSWG met three times and conducted two office-based inspections. All identified hazards were resolved.

Assessments of operational hazards are made at regular staff meetings and appropriate measures are implemented to protect the health and safety of all workers.

OTSI maintains adequate insurance and workers compensation insurance for all employees and recorded no employee injuries or prosecutions under the *Work Health and Safety Act 2011* during the reporting period.

Modern Slavery Act 2018 (NSW) reporting

OTSI is focused on ensuring that there is no modern slavery or human trafficking, as defined by the *Modern Slavery Act 2018 (NSW)*, within the procurement supply chains that support its business. OTSI's goods and services Procurement Framework consists of the NSW Government Procurement Policy Framework which is supported by the relevant OTSI policy, procedures, and standards.

OTSI also recognises that public sector procurement is not immune to modern slavery risk and is committed to ensuring our procurement officers and project teams work to identify and manage risks during the procurement processes; where possible use pre-qualified suppliers listed in the TfNSW or NSW Whole-of-Government Scheme; conduct regular monitoring and managing of contracts; address ongoing risks or reported incidents; and raising awareness amongst colleagues.

There were no issues raised by the Anti-slavery Commissioner for OTSI to address during the financial year.

Financial performance

Internal controls over financial information

To comply with Treasury Policy Certifying the Effectiveness of Internal Controls over Financial Information. OTSI endorsed the FY2022-23 annual certification process in relation to the effectiveness of internal controls over Financial Information.

**Office of Transport
Safety Investigations**

Letter of Certification

**To the Chief Investigator, Office of Transport Safety Investigations
Copied to NSW Treasury**

For the Financial Year 2022-23

**Expression of opinion as to the effectiveness
of internal controls over financial information**

I, Lynn Tan, Senior Manager, Business Services, acknowledge my responsibility for the design, implementation and operation of internal control systems over the agency's financial information.

I certify that, to the best of my knowledge and belief and having undertaken the relevant processes, Office of Transport Safety Investigations had an effective system of internal control to ensure that financial information presenting the financial position and performance of the agency is true and fair in all material respects.



Lynn Tan
Senior Manager, Business Services
Office of Transport Safety Investigations
4 September 2023

Revenue and expenses

For financial year ended 30 June 2023, OTSI received \$9.8 million in Government grants and other contributions towards operations and capital projects, OTSI incurred \$8.2m in operating and other expense, \$1.6m for office refurbishment capital project.

Financial summary

For 2022-23, OTSI assessed it no longer meets the financial reporting exemptions under the GSF Regulation. The Audit Office of NSW was engaged to review OTSI's relevant business process controls to ensure compliance with the GSF Act.

The Audit Office has performed audit procedures over comparative financial information presented in the financial statements to ensure they are not materially mis-stated.

A summary of OTSI's audited financial statement of comprehensive income for the year ended 30 June 2023 is provided as follows:

	Actual 2023 \$'000	Actual 2022 \$'000
Expenses excluding losses		
Operating expenses		
Employee related expenses	5,035	3,519
Personnel service expense		47
Other operating expenses	2,894	780
Depreciation	217	402
Finance costs	0	53
Total expenses excluding losses	8,146	4,801
Revenue		
Grants and contributions	9,577	4,363
Acceptance by the Crown Entity of employee benefits and other liabilities	495	254
Total revenue	10,072	4,617
Net result	1,921	(48)
Total other comprehensive income	-	-
Total comprehensive income	1,921	(48)

Major works

Office refurbishment

OTSI's head office located at Level 17, 201 Elizabeth Street, Sydney. required an upgrade to accommodate the increased number of staff and to provide a contemporary work environment. OTSI engaged Transport for NSW to manage the design and delivery of the office refurbishment works. This project was completed in December 2022.

Procurement

Procurement of major purchases is managed through Transport for NSW Transport Shared Services (TSS) under their financial management systems and processes.

For minor purchases, Transport for NSW issues OTSI staff with Purchasing Cards (P-Cards) which are used for eligible approved business purposes. Use of these cards is subject to conditions and policies of OTSI, Transport for NSW and NSW Treasury. The authorisation and reconciliation of transactions is performed online using the Expense8 application.

Grants to non-government organisations

There were no grants to non-government organisations.

List of major assets and land disposal

OTSI has no major assets to report against and does not have any land to dispose of.

Annual report publication

This annual report was published internally with no additional production cost.

Contact details

Office of Transport Safety Investigations

Street address:

Office of Transport Safety Investigations
Level 17
201 Elizabeth Street
Sydney NSW 2000

Postal address:

Office of Transport Safety Investigations
PO Box A2616
Sydney South NSW 1235

Email:

Incident reporting: transport.safety@otsi.nsw.gov.au
General enquiries and GIPA requests: info@otsi.nsw.gov.au
Communications and media enquiries: engagement@otsi.nsw.gov.au

Telephone:

General enquiries: 1800 180 528
Incident reporting: 1800 677 766
Confidential Safety Information Reporting Scheme: 1800 180 828

Office of Transport
Safety Investigations

Level 17
201 Elizabeth Street
Sydney NSW 2000

PO Box A2616
Sydney South NSW 1235

T: 1800 180 528
E: info@otsi.nsw.gov.au
W: www.otsi.nsw.gov.au