Sydney Trains

Annual Report

NSW GOVERNMENT

18/19

Volume 1

Letter to Minister

The Hon. Andrew Constance MP
Minister for Transport and Roads
Parliament House
Macquarie Street
Sydney NSW 2000

Dear Minister,

It is my pleasure to provide the *Sydney Trains Annual Report* for the financial period 1 July 2018 to 30 June 2019, for your information and presentation to Parliament.

This report has been prepared in accordance with the *Annual Report (Statutory Bodies) Act 1984*, the *Annual Reports (Statutory Bodies) Regulation 2015* and the *Public Finance and Audit Act 1983*.

Yours sincerely,

Howard Collins OBE
Chief Executive
Sydney Trains

28 October 2019

Contents

Foreword

The
Waratah
Series 2 has
arrived

Chief Executive's foreword

Sydney Trains is at the heart of the city's growing public transport networks. With forecasts that Australia's largest city will be home to more than one million additional Sydneysiders before 2024, this means our long-term goal to have our customers at our centre whilst operating a modern, efficient and competitive business has become a necessity.

In 2018–19, we were proud to realise several major milestones in the journey towards achieving this, bringing us closer to recognition as a world-class railway and befitting Sydney's world-class city status.

On the frontline, the next fleet of Waratah 2 B-sets marked 2018–2019 as the first year in which our entire operating fleet was air-conditioned, benefitting customers all year round. With an increased focus on place and less on individual transport options, we worked to seamlessly integrate our services with the new Metro North West operation. Beyond the public gaze but no less important, the opening of the world-leading Rail Operations Centre (ROC) enabled our operational teams to begin working in the same space for the first time, improving security, control and incident response across our networks.

Sydney Trains is proud of its vertically integrated network operation. From track to train to signaling and customer service as well as maintenance of our assets and those of NSW TrainLink.

We have continued to focus on safety at all levels. Our teams have continued to make safety a priority to ensure the circumstances of the fatality of Sydney Trains employee in 2016 could not be repeated. We have continued to initiate a range of new programs to improve our safety culture and practice and have dedicated Permanent Protection Officers whose sole function is to manage safe worksites on the city network.

More than $22 million will be committed to the five-year Enterprise Safety Culture Program, 'Safety Together – it starts with me', which will deliver safety initiatives for our more than 10,700 employees at 120 worksites. The figures in this report are an indication of its success, showing an ongoing improvement in the safety of our customers, our employees and our operations.

All of this occurred while customer demand continued to increase at unprecedented levels. For the fourth year in a row there was a five per cent growth in customer journeys in 2018–19, with more than 377 million journeys taken during the year on Sydney Trains and another 40 million on our electric network using NSW TrainLink services. Demand increased by 10 million journeys over six months and saw us recognised internationally as one of the fastest growing established railways in the world.

We are proud of what Sydney Trains has achieved over 2018–19 as I have touched on here and which is detailed in this Annual Report. Looking ahead, the challenge is to continue providing customers with what they want – faster, more frequent and reliable services – while continuing to update our network to meet the growing demand, integrating with new and established transport options across Greater Sydney and beyond and, in doing so, become the world-class railway Sydney deserves.

Catering for such growing demand brings both challenges and opportunities and, as the financial year drew to a close, it became clear that the structure for the 2019–20 year would be substantially different across the Transport cluster. Sydney Trains would sit at the hub of the Greater Sydney Division within Transport for NSW.

Howard Collins OBE
Chief Executive
Sydney Trains

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Overview
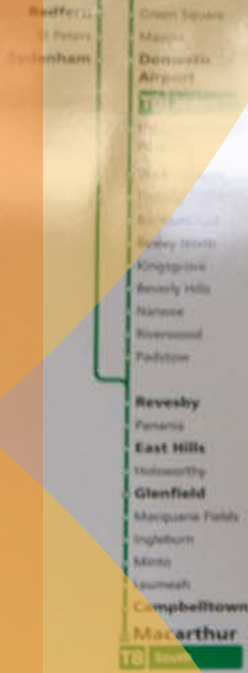
About us

Sydney Trains is a NSW Government agency formed under the *Transport Administration Act 1988* (NSW). We operate in partnership with Transport for NSW (TfNSW), the lead agency. A rail services contract outlines how we will work together to deliver an integrated, improved, safe and reliable public transport and freight service for the people of NSW.

Our work

Sydney Trains operates, maintains and runs rail services across the Greater Sydney area bounded by Berowra, Emu Plains, Macarthur and Waterfall. This includes managing and maintaining all tracks, trains, signals, overhead wiring, stations and facilities. We are responsible for maintenance of over $33 billion in assets.

We partner with and maintain a large proportion of the infrastructure and fleet used by NSW TrainLink. Our infrastructure is also used by third party operators, such as freight and heritage operators, who apply for access to our network and routes. We work alongside Sydney Metro to deliver a world-class and integrated Greater Sydney heavy rail network to keep Sydney's ever-growing population moving.

We operate the Rail Operations Centre (ROC) to provide train control services for our own fleet and third party operators, keeping our passengers and customers moving 24 hours a day, seven days a week.

Our 10,739 employees strive to deliver safe, customer-focused reliable and clean rail services, effective freight paths, and provide taxpayers value for money by operating efficiently.

SYDNEY TRAINS AT A GLANCE

377.1 MILLION*
ANNUAL PATRONAGE

+

41.3 MILLION NSW TRAINS
INTERCITY TRAIN JOURNEYS

1.3MIL.
PASSENGER JOURNEYS
Per Weekday

46,000
TIMETABLED STOPS
Per Weekday

3200
TIMETABLED SERVICES
Per Weekday

56%
CUSTOMERS TRAVEL
to and from work

66%
CUSTOMERS TRAVEL
at least 4 days per week

38%
CUSTOMERS AGED
between 25-39 years

CUSTOMER SATISFACTION
BY SERVICE AREA MAY2019

89% CUSTOMER SATISFACTION OVERALL

91%
SAFETY AND SECURITY

83%
TIMELINESS

90%
ACCESSIBILITY

87%
CLEANLINESS

89%
INFORMATION

85%
CUSTOMER SERVICE

85%
COMFORT

94%
TICKETING

1000+ NUMBER OF PASSENGERS ONE EIGHT-CAR TRAIN CAN CARRY

10K+
Workforce
(budgeted positions)

175
Stations
(incl. 4 on Airport Line)

2216
Fleet maintained
Electric & diesel cars
(incl. 574 NSW TrainLink)

1617km
Track maintained
(incl. NSW TrainLink)

935km
Electrified Track
(Sydney Trains area only)

10K+
CCTV
Cameras maintained

1550km
Overhead wiring
Maintained
(incl. NSW TrainLink)

2.4B
Total cost of Operations

33B
Assets under Management

$904.5M PASSENGER SERVICE REVENUE

$1.46B MAINTENANCE SPEND

* Sydney Trains only   30 June 2019

Strategic alignment with NSW Government

The NSW Government is investing heavily in the rail system to make NSW a better place by shaping and managing a connected transport system. The *Future Transport 2056 Strategy* has guided our planning and investment to harness the opportunities created by technology and to support a modern innovative heavy rail network.

TfNSW is responsible for managing and shaping the future of the whole transport system in accordance with state priorities. They coordinate transport policy, funding allocation, planning and customer insight and engagement for all modes of transport to grow the NSW economy, deliver infrastructure and improve services across NSW.

Sydney Trains is committed to delivering the NSW Government's priorities. Our mission is to keep Sydney moving by delivering safe, customer-focused, reliable and clean heavy rail service. We contribute to the success of transport in NSW by running effective and efficient services which meet customers' expectation, support growth and contribute to the broader community and the economy.

Corporate plan

Our corporate plan outlines our vision, strategic direction, themes and priority outcomes. It underpins the initiatives and programs we plan and deliver to meet the government's strategies for transport. It guides how we plan to reach our long-term 2021 goal of becoming a customer-focused, modern, efficient and competitive business: recognised as a world-class railway in a world-class city.

Corporate plan on a page – towards 2021

Transport for NSW Vision

NSW Transport for NSW

To make NSW a better place by shaping and managing a connected transport system.
Customer Focused | Successful Places | A strong economy | Strategy and Performance
Accessible Services | Sustainability | Greater Sydney
A metropolis of three cities – connecting people

future transport 2056

Sydney Trains' Mission

Our mission is to keep Greater Sydney moving by delivering safe, customer-focused, reliable and clean heavy-rail services. We contribute to the success of transport in NSW by running effective and efficient services which meet customers' expectations, support growth and contribute to the broader community and the economy.

Our Goal

By financial year 2021 Sydney Trains will be a safe, customer-focused, modern, efficient and sustainable urban heavy rail service provider.
Our accessible services will link Sydney's places and enable social and economic benefits for the community. We will be recognised as a world-class railway for a world-class city.

Strategic Themes

Safety	People	Growth & Environment	Business	Asset	Travel	Customer & Accessibility
Create and foster an environment that improves safety	Engaged, aligned and 'fit-for-purpose' workforce	Grow patronage on public transport and create additional capacity	Operational efficiencies across the business	Improve asset performance	Trains on time	Continuously improve to maintain customer experience with rail transport services
CIFR ≤ 5.21	Engagement ≥ 68%	Customer growth	Net operating cost per customer journey	Train Delay Minutes	Customers on-time	Customer Satisfaction ≥ 90%
TRIFR ≤ 13.2	Women in senior leadership ≥ 25%	(TfNSW KPI)	$6.44	≤ 40,000	≥ 93.5%	
Safety Leadership Visits 2 per leader per month	ATSI ≥ 2.3%		CBP Initiative Delivery ≥ 90%		@ 5 min	

Priorities

Enhance our people's experience	Workplace transformation	More trains, more services	Investing for the future	Sustainable asset management	Working together	Improving the customer experience

Space Behaviours

Safety	Pride	Accountability	Collaboration	Excellence
Promoting the core belief that safety is our greatest priority and that all injuries are preventable	Taking pride in your role, your presentation and recognising your value within the organisation	Owning your actions and being bold and pragmatic in decision-making, while expecting the same of your team	Promoting open communication, working effectively across lines, accommodating different perspectives and sharing ideas	Striving for excellence; continuously acting to exceed your own, the business and our customer expectations, and acting with a focus on the optimum end result

Sydney rail network

Sydney rail network

M Metro **T** Trains

Sydney metro and train lines

M *Metro North West Line*
Chatswood
Tallawong

T1 *North Shore & Western Line*
North Shore
Western
Richmond

T2 *Inner West & Leppington Line*
Inner West
Leppington
City

T3 *Bankstown Line*
Liverpool
Lidcombe
City

T4 *Eastern Suburbs & Illawarra Line*
Eastern Suburbs
Illawarra
Cronulla

T5 *Cumberland Line*
Leppington
Richmond

T6 *Carlingford Line*
Carlingford
Clyde

T7 *Olympic Park Line*
Olympic Park
Lidcombe

T8 *Airport & South Line*
Airport
South
City

T9 *Northern Line*
Northern
Gordon

Line under construction
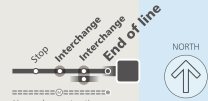
Check timetables and trip planners
for train services and connections

Visit **transportnsw.info**

NORTH

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Sydney Trains asset management
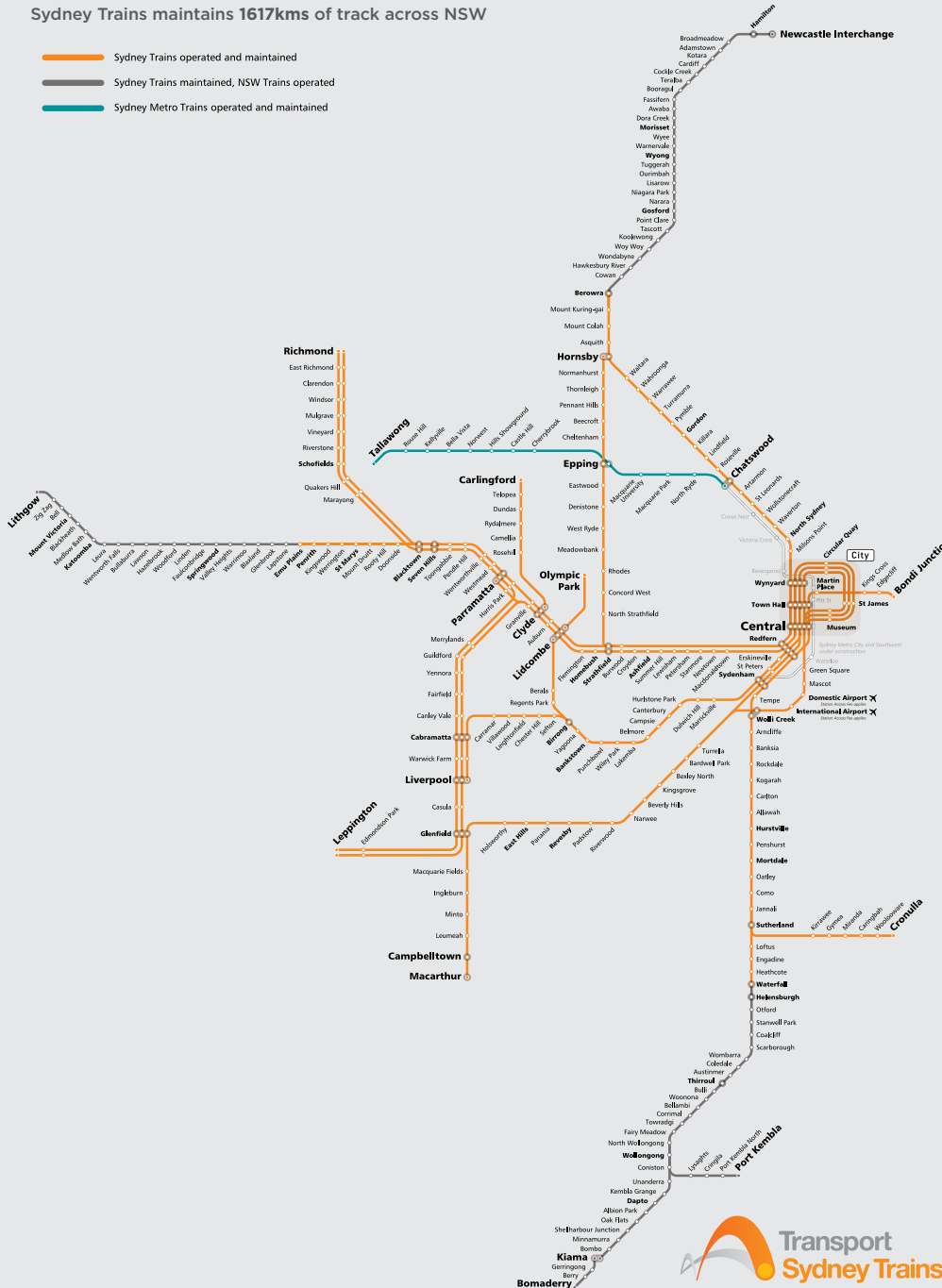
Organisational structure – our directorates

Customer Service

We deliver quality day-to-day customer service by providing visible and empowered staff, accurate and timely information, a safe and secure journey, and clean well-maintained stations. A key focus is to continually improve customer journeys; exceeding the standards our customers expect.

Operations Delivery

We are responsible for controlling the movement of trains around the network. This includes managing the ROC, service planning and timetabling, security of the network, and managing network incidents and emergency response.

Train Crewing and Support

We are responsible for resourcing, managing and rostering of qualified train crew drivers and guards, ensuring adequate staff availability to provide safe, reliable train services to our customers.

Engineering and Maintenance

We manage the renewal and maintenance of network infrastructure and fleet on the Sydney Trains and NSW TrainLink network to deliver a safe, reliable passenger fleet and rail network to meet the growing customer demand and to keep Sydney moving.

Finance and Business Services, Group Rail[1]

We support Sydney Trains and NSW TrainLink by providing finance, procurement, information technology, internal audit, legal and investment management functions.

People and Corporate Affairs, Group Rail[1]

We attract, develop and help retain a skilled workforce that meets Sydney Trains and NSW TrainLink needs. We facilitate ongoing communication across our diverse staff groups and external channels with our customers, stakeholders and the media.

Safety, Environment and Risk, Group Rail[1]

We provide services, advice, and support to Sydney Trains and NSW TrainLink in safety, environment, heritage and sustainability, risk, health services and human factors. We manage the relationship with the Office of the National Rail Safety Regulator, the Office of Transport Safety Investigation, the Australian Transport Safety Bureau, the NSW Office of Environment and Heritage, and WorkCover NSW.

Planning and Portfolio Delivery

We deliver agency-wide systems and process improvements, as well as planning and reporting for Sydney Trains and help to deliver world-class train services in Sydney.

Future Network Delivery

We oversee the program of works needed to build our network and cater for future growth and demand. We support delivering programs required to support growing patronage and continued Sydney Metro integration.

1 A Group Rail structure exists across Sydney Trains and NSW Trains ensuring corporate functions are efficiently supported and avoiding duplication across the two agencies. Group Rail provides finance and business services, and safety and human resource support.

Executive team

Name	Position	Qualification
Howard Collins OBE	Chief Executive Sydney Trains	Master of Business Administration Fellow Member of the Institute of Directors Fellow of Institute of Civil Engineers
Julian Narborough[1]	A/Executive Director Customer Service	Masters of Business Administration Advanced Management Program (Harvard Business School)
George Stojkovski	A/Executive Director Operations Delivery	Diploma in Business Management
Hayden Donoghue	Executive Director Train Crewing and Support	Bachelor of Business (Agribusiness) Master of Business Administration Graduate Certificate Supply Chain and Logistics
Stewart Mills	Executive Director Engineering and Maintenance	Bachelor of Science (Hons) Mining Associate of Camborne School of Mines, Executive Fellows Program Australia and New Zealand School of Government
David Callahan	Executive Director Planning and Portfolio Delivery	Master of Business Administration Bachelor of Social Science, Graduate Australian Institute of Company Directors, Executive Fellows Program, Australia and New Zealand School of Government
Anthony Eid	Executive Director Future Network Delivery	Advanced Diploma Management
Nev Nichols	Executive Director Safety, Environment and Risk, Group Rail	Bachelor Degree Electrical Engineering Post Graduate Diploma Management Fellow of the Institute of Engineering and Technology Fellow of the Institute of Railway Signal Engineers
Peter Crimp[2]	A/Executive Director Finance and Business Services, Group Rail	Bachelor of Commerce Masters of Commerce (Hons) Chartered Accountant
Meg Graham	Executive Director People and Corporate Affairs, Group Rail	Bachelor of Business Management
Irene Rusak	General Counsel	Bachelor of Laws Graduate Diploma of Applied Corporate Governance Fellow of Governance Institute of Australia
Michelle Sloane OAM[3]	Director Communications, Media and Government Affairs	Master of Arts (Psychology) Masters of Business Administration Graduate Australian Institute of Company Directors

1 Previous incumbent Susannah Le Bron – August 2018

2 Previous incumbent Anne Hayes – November 2018

3 Previous incumbent Mark Sullivan – November 2018

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SPACE behaviours

SPACE Behaviours

Our vision is to be a world-class, customer-focused operator and maintainer of the rail network and to deliver quick, frequent and reliable services to Greater Sydney.

While our priorities may change as we reach our goals and address new challenges, our values remain constant and at the core of everything we do. Our people are committed to working under SPACE behaviours – Safety, Pride, Accountability, Collaboration and Excellence.

Safety – We have continued to promote the core belief that safety is our greatest priority and all injuries are preventable. We focus on safety being everyone's responsibility and we continue to encourage everyone to take responsibility for their own safety, their team and customers.

We have continued to create and foster an environment where safety remains our fundamental work practice.

Pride – We have pride in our roles, work and presentation. We recognise the value of individuals and our own role within the organisation. Lending a hand, supporting our mates, getting behind people, sharing stories and successes, and being passionate about what we do are all indicators of our pride.

Accountability – We own our actions and encourage bold and pragmatic decision-making, while expecting the same from our teams. Being on time, considering the bigger picture, and empowering our people all demonstrate accountability and responsibility for our actions.

Collaboration – We promote open communication, working effectively across lines, accommodating different perspectives and sharing ideas.

Moving into new teams, sharing ideas, participating in training and innovation, developing solutions together and removing silos all show our commitment to working better as one team!

Excellence – We strive for excellence, focusing on the optimum end result and continuously acting to exceed our own expectations and those of the business and customers.

We know Sydney Trains people go above and beyond every day. Third parties recognise this and celebrate the outstanding achievements and value of individuals and teams from all parts of the organisation. We have won a number of awards demonstrating our commitment, effort and the excellence we deliver.

Awards and industry recognition

Sydney Trains was awarded two of the Asset Management Council Awards. These awards recognise Sydney Trains as a leader in asset management and enhance our reputation as a world-class asset manager.

Our outstanding achievement in program and project management was acknowledged as we received four Australian Institute of Project Management Awards, demonstrating that our project management capability is second to none.

We also won two National Trust Heritage awards for our restoration projects at Central Station. These highly regarded awards recognise and celebrate conservation projects, education and interpretation, and advocacy initiatives that promote and protect built, cultural and natural heritage in NSW.

We had an impressive 14 Sydney Trains finalists, both individuals and teams, in the 2018 Transport Cluster Awards. We won the Champion of Diversity as well as Inclusion and Solutions awards.

The Sydney Trains Staff Excellence Awards acknowledged and rewarded 20 individuals and 13 teams who went above and beyond and significantly contributed to the overall success of Sydney Trains.
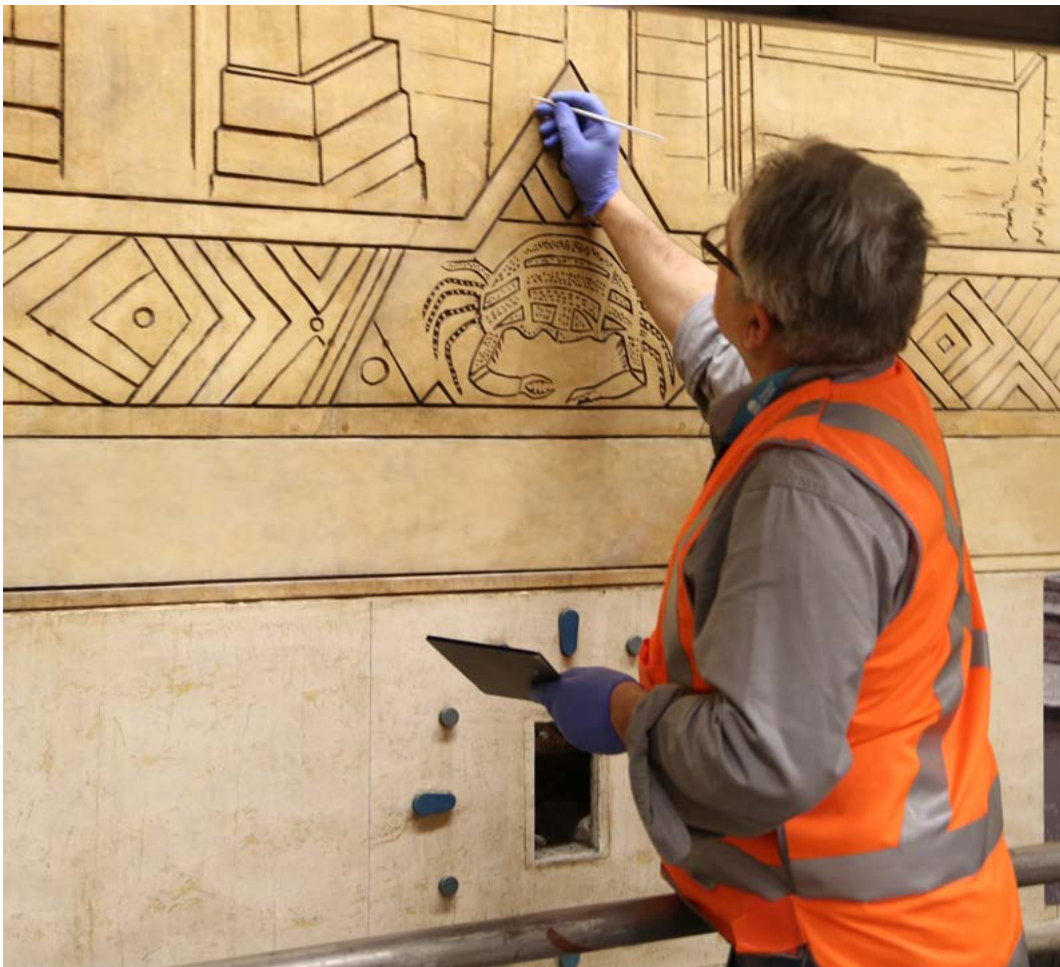
Heritage restoration work: Central Station Melocco Brothers' Transport Progress mural

Safety together: it starts with me

Safety performance – customer, operational and employee

Our key performance areas are:

- reduced employee injuries
- reduced operation injuries
- completion of routine maintenance safety critical inspections on time.

The safety of our customers, our people and the public is integral to everything we do.

Sydney Trains is committed to ensuring a safe work environment for our employees and customers. We have maintained our comprehensive Safety Management System (SMS) to meet all regulatory requirements and our obligations under the *Rail Safety National Law 2012* (NSW).

We continued to develop, implement and monitor safe work practices. We have maintained safety network

rules, operator specific guidelines and procedures, SMS and assurance. Our SMS mitigates safety risk and continues to improve our operating environment.

We measure our performance against customer and employee injuries, operational incidents, control failures, criminal offences, systems assurances, and education and training.

Customer safety

Sydney Trains' prime measure of our customer safety performance is the Customer Injury Frequency Rate (CIFR). This measures the number of customer injuries per million passenger journeys. A customer injury is any reported physical injury that occurred on the network and required, at least, first aid treatment.

We have achieved a CIFR of 2.21 representing an ongoing reduction in customer injury for the past six years.

Customer injury frequency rate

	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
	Reference year	Target: 3.29	Target: 3.29	Target: 2.61	Target: 2.40	Target: 2.30
CIFR	3.29	3.05	2.78	2.29	2.19	2.21
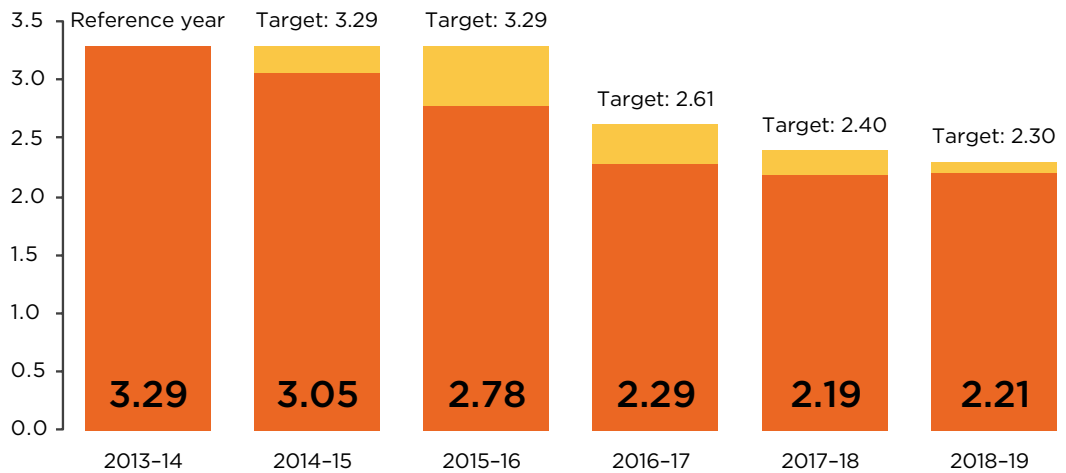
Operational safety

The Operational Safety Index (OSI) measures the number of qualifying incidents considered to present potential risk to customer safety per million passenger journeys. 2018–19 saw a continued improvement in overall operational safety.

Operational safety index

Year	Value	Target
2013–14	0.075	Target: 0.084
2014–15	0.051	Target: 0.082
2015–16	0.067	Target: 0.073
2016–17	0.040	Target: 0.067
2017–18	0.017	Target: 0.061
2018–19	0.016	Target: 0.053
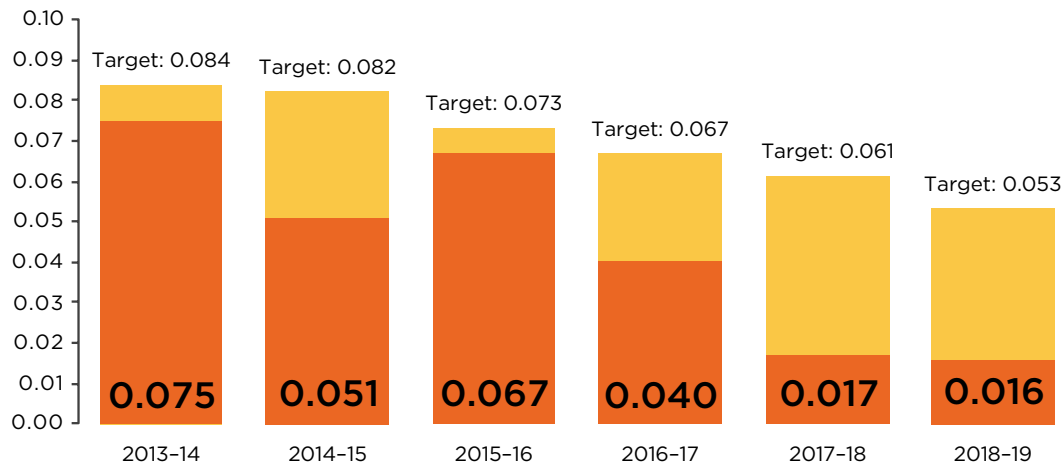
Employee safety

Sydney Trains' prime measure of workplace safety performance remains the Lost Time Injury Frequency Rate (LTIFR). This measures the number of staff injuries leading to lost working hours of at least one full shift per million hours worked. We have achieved an LTIFR of 6.8, representing ongoing significant improvement in employee safety over the past six years.

Lost time injury frequency rate

Year	Value	Target
2013–14	14.1	Target: 20.1
2014–15	12.6	Target: 17.9
2015–16	12.7	Target: 16.1
2016–17	12.2	Target: 14.9
2017/18	7.7	Target: 9.0
2018/19	6.8	Target: 8.2
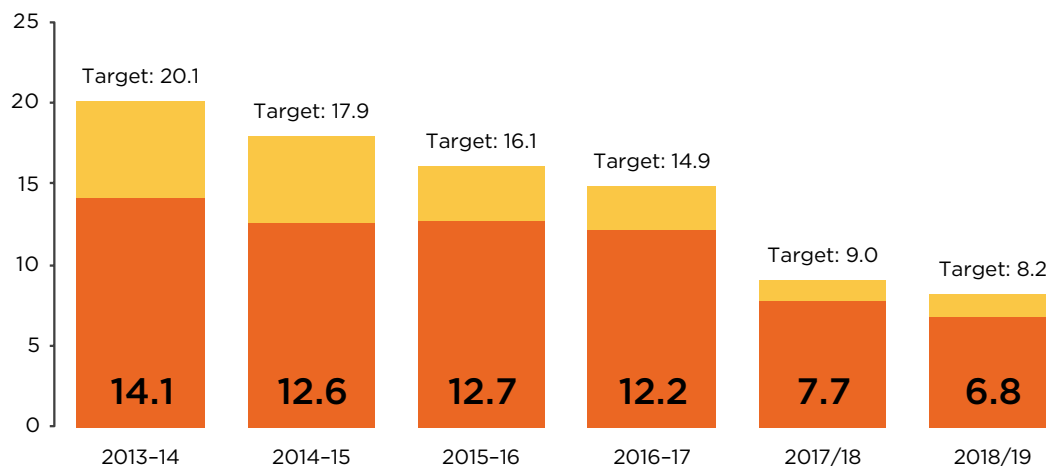
Reducing our people's risk of injury

Sydney Trains has continued to invest in an enterprise safety program designed to drive a culture of safety excellence. Personal safety, worksite protection and safety critical communications are all part of making safety a fundamental workplace practice.

Safety is a key focus for everyone, every day. Safety Together: It Starts With Me is aimed at encouraging a greater sense of personal responsibility for our own safety, our workmates' safety and the safety of the team.

Our five year Enterprise Safety Culture Program will deliver safety initiatives to more than 10,000 Sydney Trains employees at 120 worksites. We have enhanced the profile of our safety coaches and mentors to better support, reinforce and share safe work practice, identify risk, learn from past events and solve safety problems together.

Our executive leadership team has continued to visit and speak with teams about their work, safety and what they do to stay focused and risk-aware on the job and continually improve their ability to work safely. Over 1500 workplace safety visits were conducted.

We have reviewed and simplified our SMS user interface and procedures, reducing duplication and clearly distinguishing between tasks, mandatory requirements and information.

Our employees are better equipped, more confident and prepared to make safety a first priority. We have improved track worksite protection by using location-based, pre-approved, consistent and best practice worksite plans for routine maintenance activities. We launched a risk training program to improve day-to-day risk management of operational issues through developing risk profiles. We have provided more transparent reporting of key performance risk profiles and safety performance statistics, and improved our ability to accurately track, report on and manage contractor incidents. We have mandated new standards for safety critical communications and delivered comprehensive training for staff to ensure all communications are conducted in a way that does not introduce safety risk.

Training and accreditation for Workplace Safety Protection Officers has been aligned with national competency skills in an industry-wide reform to keep our workers in the rail corridor danger zones safe. Rail safety coaches and mentors carried out competency assurance assessments as worksite protection was being implemented. Mobile recording validated the planning protection and documentation, safety critical communications and onsite implementation.

National Rail Industry Worker cards continued to provide a single point for workers to manage their safety competency verification, streamline induction processes, reduce delay in projects and manage safety breaches.

Early workplace injury intervention and occupation rehabilitation was endorsed to reduce the frequency, cost and duration of workplace and non-workplace related injuries.

Practical, light-vehicle driver safety training was developed and delivered in partnership with TfNSW.

We installed train access platforms at Macdonaldtown, Blacktown and Waterfall Stabling Yards to provide a safer way for crew to access staff facilities.

Our people leaders have been better equipped to identify the signs of developing mental health issues and support staff until appropriate professional help is received.

We have implemented more effective digitalised fatigue management systems tailoring them to each business unit's needs.

Priority outcomes

Overview

Sydney continues to experience major growth and the outlook is for continued rapid growth in rail patronage.

Our customer numbers are climbing at one of the fastest rates in the world for an established rail network.[1]

Accelerated patronage growth is one of the most urgent challenges we face. In the past two years, population has grown 2.1 per cent per year and our patronage has grown at 5 per cent. To accommodate growth and meet customer expectations we developed a set of priority outcomes to help us focus on the achievement of our key goals and address the challenges we face.

Our priority outcomes

- Improving customer experience
- More Trains, More Services
- Investing for the future
- Workplace transformation
- Working together
- Sustainable asset management
- Enhance our people's experiences

Improving customer experience

Our key performance areas are:

- overall high level of customer satisfaction
- punctuality – train on time
- customer on time arrival
- cleanliness of our trains and stations
- customer information
- customer service
- reduced customer complaints.

Sydney Trains continued to deliver customer-focused rail services. We have worked to improve our customers' experiences as we made trains more accessible, reliable and comfortable, upgraded communication channels and station environments, and delivered targeted safety and information programs.

1 Richard Anderson, Co-Director of the Transport Strategy Centre (TSC) at Imperial College London during his benchmarking presentation to Sydney Trains Executives on 5 December 2018

We have aimed to deliver consistent, predictable, good quality customer service every day through our visible and empowered staff. Our overall customer satisfaction has remained high, reaching 89 per cent[2] despite significant growth in patronage. Customer complaints on safety and security, information, comfort, access and convenience, ticketing, timetabling, cleanliness and environment all showed decreases this year.

Reliability

Service reliability, trains on time, is our customers' number one priority and the number of complaints we received dropped by nearly 10 per cent this year. Eighty three per cent of our customers were satisfied with the timeliness of our trains.[2]

We aim to have at least 92 per cent of our peak train services arrive within five minutes of the scheduled time at the final destination.

Train on-time performance (train punctuality)

	per cent
July 2018	93.6
August	92.2
September	91.9
October	91.0
November	87.9
December	92.3
January 2019	93.7
February	90.5
March	90.1
April	89.7
May	92.2
June	89.8

Our full year peak punctuality, 91.3 per cent, was slightly less than the 92 per cent target, in spite of more services being provided.

More people have continued to use trains and we operate hundreds of train services on the network every day. Unexpected incidents occur for a number of reasons such as track and signalling issues, fatalities and threats of self-harm, extreme weather conditions and

2 Transport for NSW Customer Satisfaction Survey May 2019

sick passengers. When an unexpected incident occurs, we work hard to restore services as quickly as possible and 92.6 per cent of our customers arrived at their destination within five minutes of their planned arrival.

To continue to improve customer experience into the future, 24 new Waratah trains entered into service and a number of fleet and infrastructure initiatives were completed to make our trains more safe, reliable and available to get our customers to their destinations on time.

At our busiest stations we have continued work to reduce the time between trains stopping and leaving the station platforms in order to improve train punctuality. We have increased our announcements and upskilled staff to better manage crowds and improve customer movement. We have staff available to address any medical emergencies. Our carriage capacity indicator for all Waratah services provides information on seat availability so passengers can choose where to stand to board carriages. This allows customers to board trains more efficiently.

Fleet reliability

We completed fleet maintenance improvements, ongoing cleaning and graffiti removal, and invested in new technologies and innovative engineering solutions to help keep more trains in service.

A targeted fleet reliability program improved common causes of failures with fleet doors, traction brakes, and indicator control and monitoring systems.

We have improved our fleet maintenance operations by having more train technicians at key locations to deliver in-service inspections and pre-departure checks. This reduced the likelihood of incidents, delay or disruption. We have introduced out-of-depot, off-peak and more evening maintenance to have the maximum number of trains in service during peak hours and more trains available on the network.

Infrastructure upgrades

To meet the continued demand for more trains and services we have continued to upgrade our tracks, bridges and structures, signals, electrical and telecommunications infrastructure, simplifying and modernising the rail network. This will enable us to boost the capacity of the network to manage more trains

and provide an integrated, turn-up-and-go service for many customers and thus meet the needs of our growing modern city.

We consolidated and centralised the control of train movements to the ROC and made improvements to our Advanced Train Running Information Control System (ATRICS). This allows us to better manage a higher volume of train movements and incident response coordination to keep our customers moving and get them to their destinations.

We improved signaling systems on the T1 North Shore Line to enable a train service every three minutes during the peak to accommodate the integration of the Metro. We continued to upgrade stations to improve customer flow, ease congestion and manage crowding.

We upgraded track circuits, points and signal equipment to improve reliability and to prevent potential customer delay. Signalling equipment locations were upgraded with temperature control to improve signal reliability in extreme heat conditions. New technology was piloted to detect issues and prevent overhead wire faults from delaying customer services. We are continuing to invest in electronic rail lubricators to replace mechanical lubrication to improve maintenance efficiencies and reliability and reduce noise for surrounding residents.
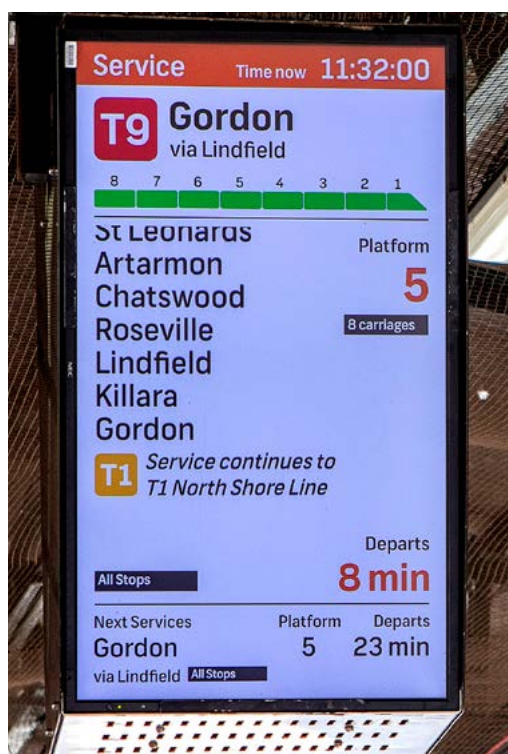
Improved customer information: seat availability

Improved customer information and communication

We have improved the quality, accuracy, timeliness and consistency of information available to our customers at our stations.

Our general public announcement system (PA) was upgraded at 44 Sydney Trains stations. We standardised our message content and provided staff training on PA use. Clearer, more consistent announcements are now delivered to a total of 151 Sydney Trains and 77 NSW TrainLink stations.

Mobile phone public announcement software was upgraded to improve security, performance, clarity of information and employee usability. Work-issued mobile devices are now used to make real-time announcements from anywhere on the platform or concourse. Automated announcements were also configured at 128 stations to provide timely information for our customers during unstaffed periods.

We launched a trial of an iPhone customer boarding assistance application to improve the timeliness and accuracy of information provided to frontline customer services staff to better assist less mobile customers on and off the train.

We have commenced installing new interchange indicators on station platforms. This made it easier for customers getting off the train to readily access information without walking up to the concourse to view information screens. It has also helped to ease congestion during peak times.

We introduced Australia's first digital wayfinding signs at Town Hall. This makes it easier for customers to move around our stations and connect with other modes of transport.

Seat availability information for all Waratah trains is now available on passenger indicator screens and most real-time transport apps. A colour-coded graphic helps customers see how full each train carriage is and make decisions on what carriage or train to board for the best journey.

Refreshed stations: digital wayfinding signs

The station environment – refreshing stations, improved access and safety, increased retail spaces

We have refreshed and improved buildings and facilities at 17 Sydney Trains and 27 NSW TrainLink stations. This is part of an eight-year program and brings the total number of modernised, cleaner stations to 191, and adds to improving our customers' experiences.

Updated LED lighting, deep cleaning, resurfacing and decluttering of platforms, building re-painting, toilet refurbishment, new seats and bins, better way-finding and platform safety signs, improved digital CCTV systems, upgraded indicator boards, digital clocks, installing bicycle sheds, new canopies for protection from the weather and bird proofing continues to make all stations more convenient, safe and pleasant for our customers.

We have continued to renew and refurbish footbridges to improve access and safety.

Access for our customers with limited mobility, prams or luggage continued to be improved. More stations were upgraded with lifts, family accessible toilets, ramps and better parking.

We continued to install and turn on Audio Frequency Induction Loop System (AFILS) hearing loops bringing the total of AFILS to 63 Sydney Trains and 43 NSW Intercity stations. This improved access and safety for customers with a hearing impairment.

Stations were upgraded to improve customer flow, ease congestion and manage crowding along the platforms. Work included providing additional gates while wall-mounted retractable stair barriers were installed at our busiest stations as well as safety and directional floor stickers and wall signs at lifts, stairs and escalators.

Station checklists were digitised and made available on work-issue mobile devices. Staff can monitor and efficiently report on the condition, safety and security of their station while remaining visible and accessible to customers. Customer satisfaction with the cleanliness of our stations and trains is consistently high at 87 per cent[3] as a result of daily monitoring and cleaning.

We have continued to develop unused station spaces for retail outlets and 16 commercial leases have been signed. Leased spaces will improve the value of our assets and deliver retail convenience to our customers.

3 Transport for NSW Customer Satisfaction Survey May 2018

Community

Our employees continued to build relationships and partnerships to enhance customer experiences, build goodwill, improve our reputation and develop effective community engagement in the communities where we operate. We have strengthened our relationships with Aboriginal and Torres Strait Islander communities holding gatherings, smoking ceremonies and corroborees.

Koori Knockout

We again participated at this annual rugby league event showcasing the best Indigenous rugby league talent in the country. Together with TfNSW we promoted our Come Work for Us recruitment campaigns and general rail safety messages.

Coota Girls

We officially opened the gathering/healing space at Central Station solely for the use by the Cootamundra Girls Corporation. This space represents a place to meet, seek support and heal girls and their descendants, and acknowledges the painful journeys of separation from siblings, family, community and culture that for many started at Central Station. On Platform 1 a memorial plaque acknowledging and commemorating members of the Stolen Generations was unveiled. This serves as a public reminder of the past forcible practices and is a source of healing for survivors and descendants of the Stolen Generations.

Sydney Royal Easter Show

Sydney Trains was again at the centre of all the show action with our Keep track of your kids wristband tent at the entrance to the showground. An incredible 50,000 show bags were packed and distributed as we engaged with families on keeping children safe.

Rail safety

We conducted a number of Rail Safety Education programs that raised awareness of travelling safely on and around trains, platforms and stations. We reached the community though school visits, community events, orientation weeks at universities and Youth Justice Conferences. These events provided opportunities to open conversations and answer customer enquiries.

Rail Safety Week was a popular, fun and informative community event. With Thomas the Tank Engine and heritage steam train rides as our star attractions we continued to raise awareness and deliver important rail safety messages to young children and families. All money raised during Rail Safety Week was donated to the TrackSAFE Foundation in support of its important rail safety initiatives.

Supporting Sydney events

Sydney Trains coordinated train services for hundreds of concerts, sporting and public events including City2Surf, ANZAC Day, Sydney Royal Easter Show, New Year's Eve and many more to provide fast and efficient transport options for our customers.

Heritage and conservation

Sydney Trains enriches customer journeys and the communities it connects by conserving and promoting our heritage. We are responsible for managing one of the largest portfolios of state-listed heritage assets in NSW. This includes historic railway stations, bridges, workshops, signal boxes and railway landscapes.

We worked closely with our communities and restored regional station precincts at Bundanoon and Blayney. At Central Station our WWI Honour Rolls were restored and reinstated back to their original location. The damaged mid-century Melocco Brothers' mural 'Transport Progress' was also fully restored and sympathetically integrated into the new tenancy fit-out.

On World Heritage Day we launched our new heritage policy. We are committed to leading by example and have outlined how we will manage our heritage assets to meet customer and community expectations as part of delivering modern transport services.

We participated in the Wolli Creek Preservation Society annual Bat Picnic – an important community initiative to support the protection of Grey-head Flying Foxes.

More Trains, More Services

Sydney's train network carried more than half of all public transport customers. The demand for more trains, more services and better connections between our major metropolitan cities, housing, jobs and services continues to grow.

More Trains, More Services is a $4.3 billion program to increase transport capacity. Extra services, better infrastructure, expanded network digital systems, more new trains, more drivers and guards, and an integrated Sydney Metro service will transform our over 100-year-old transport network to meet our rapidly growing customer demand.

On 26 May we integrated the Sydney Metro with the Sydney Trains existing rail network to provide a new turn-up-and-go rail service between Tallawong in the North West and Chatswood, meeting the needs of both existing customers and the new ones the metro will bring.

Improved infrastructure – station upgrades and Sydney Metro integration

Work has continued to upgrade rail infrastructure and simplify the network to improve our capacity, safety, reliability and integrate with the Sydney Metro. Integrating the Sydney Metro with Sydney Trains services allows for an increase in train frequency during peak times.

New metro tracks are being constructed to link the Sydney Metro from the north under the central business district (CBD) and to the south west. Together with infrastructure upgrades across the heavy rail network, the number of services entering Central Station will increase from about 120 to up to 200 services an hour. This represents an increase of up to 60 per cent capacity across the network to meet future demand.

Strathfield and Sydney signal boxes were fully automated, removing the manual push button controls. These two signal boxes controlled the busiest and most complex parts of the rail network and new computer-based control has now been transferred to the ROC. Computerised control of trackside signalling equipment means more trains travelling on the network, improved communication and safety, reduced misroute risk and standardised ATRICS technology across the network.

Integration of Sydney Metro: Chatswood Station

Epping and Chatswood stations and Metro North West Line

Epping and Chatswood stations were completely upgraded and converted to meet the needs of the fully-automated Metro North West Line. At Chatswood Station, customers are now able to walk across the platform to access Sydney Metro or Sydney Trains services. Platform screen doors were installed to keep people and objects away from the platform edge, improve customer safety and allow trains to get in and out of stations faster. Stations were made fully accessible with lifts, level access and no more gaps between the platform and metro train services. Sydney Metro services run every four minutes in the peak. Customers don't need a timetable as they can turn up and go. Epping and Chatswood stations now provide safe and efficient connections between Sydney Metro, buses and Sydney Trains.

As part of the Metro integration, the Epping to Chatswood Rail Line was fully separated from the Sydney Trains rail network and is now managed by Sydney Metro. We renamed the T1 Northern Line to the T9 Northern Line.

Hornsby Junction was upgraded with new cabling, power and signalling to provide faster train turn-around time and increased capacity on the T9 Northern Line. This allows 20 trains per hour to run reliably on the T1 North Shore & Western Line and offers improved connection with the Metro.

Station and substation upgrades

Gordon, Hornsby, North Sydney, Parramatta and Redfern stations were upgraded to support the integration and expansion of the continued work on the Sydney Metro and to provide additional services.

Work started to transform Sydenham Station into a major interchange and convert platforms to Sydney Metro standards and reconfigure existing tracks, improving cross-over and turn-back points. This will help simplify the network and segregate the T3 Bankstown Line to provide a seamless interchange with Sydney Trains and the new metro, and increase the volume of trains across the Sydney Trains network.

We completed the Hurstville Substation upgrade to increase the power on the T4 Eastern Suburbs & Illawarra Line and enable more trains to run. All the electrical equipment was replaced without disrupting trains or damaging the building's heritage value.

Central Station

Major work has continued at Central Station to integrate Sydney Metro and provide a critical interchange for suburban, metro, light rail, intercity and regional rail, buses and coaches.

Sydney Metro platforms are being constructed under Central Station platforms 13, 14 and 15. Tunnel construction and station structural works are well underway. Work so far includes excavation, as well as concrete piling to support the new underground track and platform foundations. Construction started on the Surry Hills entrance to the new underground pedestrian concourse, Central Walk, connecting customers to all modes of transport.

Upgraded stations to meet future needs: opening of Redfern station

Digital control systems

Sydney Trains continues to modernise the network with state-of-the-art digital, automatic train control systems. We are transforming our rail network; replacing legacy signalling and train control technologies with modern, internationally proven intelligent systems.

Digital systems help us provide faster, safer, more reliable, high capacity, turn-up-and-go services to meet Sydney's growing transport demands. We will be able to run more trains than currently possible with improved service reliability and less network downtime. Our digital-based ATRICS technology now controls approximately 80 per cent of our train movements on the heavy rail network.

Our Digital Train Radio System gives train driver access to real-time updates from the ROC which has optimised management of the network.

Automatic Train Protection (ATP) was rolled out on five passenger services to improve the safety of our customers and crews and to enhance the network capacity. The use of ATP technology ensures trains operate within the permitted speed limits and allows us to safely reduce the traffic flow while enhancing punctuality by reducing the number of incidents on the network.

New trains – Waratah Series 2

Twenty-four new Waratah Series 2 trains entered passenger service and 17 more have been ordered. These new trains replaced the old, non-air-conditioned retired S Set making all Sydney Trains fully air-conditioned.

The eight-car trains are fitted with more priority seating, wheelchair and pram spaces, additional handles and hearing aid loops to improve accessibility and safety for our customers. Passenger comfort has been increased through smart air-conditioning, automatically adjusted to the temperature and number of passengers, vandal-resistant seating and improved lighting. High definition electronic information screens indicating train stops and wider entrance areas promote faster boarding and alighting with less time waiting at stations and improved reliability.

Additional help-points with direct communication access to the guard and internal and external CCTV monitoring, strengthened carriage design and new emergency exit features that allow quicker movement in an emergency have improved safety for customers and crew.

Better workforce planning

Sydney Trains and TfNSW published a joint review on the network's ability to recover from major incidents. The review identified the need for an updated approach to workforce planning, stress-testing, governance and future planning for train crew as critical to keep our trains moving.

We introduced a new workforce planning data-based model using seasonal and historic data trends to provide more robust forecasting and planning supported by a new governance framework. This has enhanced staff planning and rostering, and removed a significant amount of manual work, improving business efficiency.

The review also identified a critical need for additional train crew. A major recruitment and standardised training program including best practice screening tests has resulted in more drivers and guards ready to meet future demand.

We have aligned our train crew forecasting with NSW TrainLink needs and developed joint strategies to provide continued business efficiency, improved service reliability and greater mobilisation of train crew across both organisations to meet demand for delivery of future timetables, special events, major projects and better manage staff leave.

Additional services

Seventy new weekly train services, including a city service every three minutes from Chatswood during the peak, were added along the T1 North Shore Line. These additional services were critical to provide connections on an expanded rail system that integrates the Metro with the city's heavy rail network. Many customers now have a turn-up-and-go service. In the afternoon peak, three extra services run from Central to Lindfield and after 10pm, the service increases from four to eight trains an hour to Gordon. Additional contra-peak express services now run on the Western and Northern lines to provide customers with greater choice and access to train travel.

Waratah Series 2

Investing for the future

Improving transport is vital for quality of life and our growing economy. We have continued to make major investments to sustain and improve our network, support growth, improve safety and reduce risk across our business. Investment for the future will help us transform service delivery, better connect our communities and enhance customer experience.

The *Future Transport 2056 Strategy* has guided our planning and investment to harness the opportunities created by technology to support a modern, innovative transport network.

Through smarter use of asset and operational data we are creating an intelligent rail network managed with data; installing technologies and systems that actively gather data; and using artificial intelligence and real-time analytics to optimise capacity and planning. This will allow us to go past 20 trains per hour to a world class 24 trains per hour and is critical to meet our future transport needs.

Rail Operations Centre

The ROC opened at Alexandria to support the current and future transport needs of our growing city. This critical nerve centre runs the day-to-day operations for 80 per cent of the rail network. It allows Sydney Trains to manage more trains, more services, improve incident management and provide faster real-time information to our customers.

The ROC is a world-class, purpose-built facility. A 33-metre visual display board tracks every train on the network in real time. When it is fully occupied, the main control room will be staffed by 100 people on shift 24 hours a day.

The ROC brings together operational employees from teams involved with train planning, track work management, customer information, safety and timetables. It has brought together several different areas including Customer Support, Security, Fleet, Train Monitoring, Train Crew, NSW TrainLink and Engineering and Maintenance. It is the first time teams have moved out of silos to work together in one location. It has strengthened our customer-focused, one-team approach and encouraged standardised procedures and protocols as well as open communications, improving the operation, incident management and punctuality of the rail network.

Advanced Train Running Information Control System

We have continued to invest in our digital-based ATRICS, upgrading it with Absolute Signal Blocking capacity and increasing our coverage using Automatic Route Setting.

This digital-based train control system allows more trains to run on the network, improved operating efficiency, improved communication and safety, reduced misroute risk and standardised technology.

Working with technology

Investing in our future is as much about using world-class technologies as it is about investing in our people and processes.

We are giving all our staff the tools and support they need to work digitally wherever possible. Using technology to communicate across geographically diverse locations and working in a digital environment brings greater mobility and flexibility to the workplace.

A single phone number for crew, interactive voice response (IVR) technology and an overflow call centre has allowed us to improve the level of support to our crew, adapt quickly to changing needs and support faster network recovery to reduce customer delay. IVR technology also captures call statistics needed for ongoing improvement opportunities. We have planned to simplify the production of the daily timetable to enhance communication with all stakeholders.

We have continued to examine ergonomics, productivity and safety early to reduce the need for re-design of in-cab equipment after new trains have entered service. The end results increase user efficiency and improves productivity for Sydney Trains. It also ensures we are optimally safe and compliant with legislation.

Commercial opportunities

Sydney Trains continued to engage with commercial businesses to improve our customer offering and generate external revenue. External revenue is reinvested back into commercial businesses network and service improvements.

We re-tendered our on-train advertising and food and beverage suppliers, and managed our phone, tablet, click and collect, and payphone vending assets to provide better access and greater convenience for our customers.

Our Customer Central facility hosted paid workshops, events and space hire to generate internal and external revenue.

Working together: ROC investing in our future capacity

Workplace transformation

Sydney Trains continued to transition to activity-based working (ABW) and purpose-built, modern workspaces to improve efficiencies and collaboration.

We implemented systems to support smarter, more agile working and collaboration to enhance productivity, safety and efficiency. We are driving the application of new technology and engaging with new ideas and ways of thinking to deliver exceptional customer-focused service.

Workplace IT – getting it right

Enhanced digital capacity presents opportunities to transform our business. We have invested extensively to get our information technology right, to deliver exceptional customer-focused service across the transport network.

Our IT environment has been stabilised and our email system migrated to the cloud to improve file storage and security. Our new data platform provides stronger data governance, advanced analytics and better reporting, and reduced cyber disruptions. Improved IT resilience will help limit service disruptions and has critical incident management application.

We established a model to better support the renewal and assessment of competency compliance required by train crew to remain qualified to operate trains and improve crew availability to support the timetable.

We have installed electronic visual management cells across ABW sites and delivered automated reporting in a number of key areas. Important real-time performance indicators are now available to staff.

Innovation

We continue to foster a culture of innovation and develop initiatives to deliver better work practices, improve operational efficiency and create value for our customers. Staff from across the Transport cluster have participated in innovation programs and training. As a result we have piloted innovations including community gardens on underutilised Sydney Trains land, programs to reduce graffiti on the rail corridor and anti-social behaviour at our stations, researched solar energy opportunities and new collaborative procurement outcomes.

Working together

As an organisation we have to continue to evolve particularly as the transport industry demands change around us. We are building our people teams to improve our services and make Sydney Trains a great place to work.

We have continued to work with internal and external stakeholders to get the basics right, simplify processes, achieve common goals, long-term financial sustainability, improve accountability and reinvigorate our people's experiences.

We have continued to review our operating models for better alignment and fit our changing work environment.

Work has started on some significant changes as part of the Evolving Transport initiative. We have the opportunity to continue to build on our success and present a united transport team with a stronger customer and community-centric focus.

Improved business efficiencies

To ensure Sydney Trains is best positioned to meet future challenges, we continue to streamline our processes and encourage collaboration to break down silos and ensure our roles and accountabilities are well understood. We have focused on strong engagement with our planners, finance and business partners and recognised the need to make ongoing business improvements.

We have delivered a new daily train crew operating model to provide better communication with key control partners and stakeholders. This has enabled better decision-making for the planning, design and execution of response plans during degraded operations.

We aligned our engineering and maintenance functions, delegations and responsibilities to better support our ability to provide centralised reporting. Our network assets are now managed more effectively to deliver more reliable infrastructure and network services; improving safety, reliability, availability and lifecycle costs.

We have streamlined processes to reduce red tape and improve efficiency. TfNSW applied for cluster accreditation for the procurement of goods and services up to a certain value without seeking NSW Treasury approval for each purchase.

We have also improved our procurement processes to reduce the time it takes to supply and pay for goods and services. This has improved relationships with our suppliers and helps us become a provider of choice across the Transport cluster.

Working for improved environmental sustainability

We improved our environmental management system and provided an easy-to-use way for all employees to get the information needed to manage their environmental responsibilities. We standardised the audit processes, used a risk-based assessment approach, improved navigation and usability. We introduced a new training program and masterclasses on environmental issues that impact projects, how to manage them and facilitate best practice environmental decision-making. This has increased the overall number of environmental audits.

We continued to implement management plans for a range of wildlife including threatened flora, fauna and endangered ecological communities in the rail corridor. We have concentrated on maintaining the habitats of the Grey-headed Flying-Fox, the Blue Gum High Forest and Downy Wattle and we have carried out extensive bush regeneration.

More effective safety, environment, risk and incident management

We are aligning with TfNSW to develop a cluster-wide dedicated risk management information system.

We are working together to simplify our safety management systems with a user-centric focus. This will provide all employees regardless of location or role with clearer safety responsibilities, decision criteria for high-risk activities, instruction and training, plus the tools needed to work safely and manage safety.

Sydney Trains network disruption planning process received a significant overhaul. Tailored plans and guidelines were developed for 65 geographic locations and to outline the correct response procedure for various business units. The exercises outline business continuity, disaster recovery, emergency management and a simulated level three incident response. The plans, when enacted after an incident, will ensure we are working together at all times to facilitate a swift, coordinated response.

We changed the way we gather and store information on safety to more proactively manage safety critical activities. We focused on reducing safety risk by developing a set of standardised indicators based on key safety management responsibilities. These indicators reduce the need for self-reporting and provide a guide to monitor safety in areas including compliance assurance, workplace investigations, hazard reduction, safety interactions, return to work program and team briefings. We developed a new 24/7 operating model for a dedicated corridor safety centre to manage worksite protection.

Our definition of customer injury was benchmarked and realigned against national rail operators and the national safety regulator. This provided a more strategic and prioritised decision-making approach to key safety initiatives and reporting on customer injury frequency rates.

Sustainable asset management

Our key performance areas are:

- improved reliability and availability of assets ad fleet
- reduced customer delays from asset-related incidents.

Sydney Trains manages and maintains rail assets that include:

- 1617km of track
- 935km of electrified mainline track
- 1550km of overhead wiring
- 2216 electric and diesel fleet cars
- 1197 bridges
- 364 Sydney Trains and NSW TrainLink stations.

It has an annual maintenance spend of $1.46 billion and an assets under maintenance portfolio valued at more than $33 billion. Sydney Trains carries more than one million people each day and that number is expected to double by 2024.

Managing and maintaining assets effectively is key to achieving our goal to keep Sydney moving, by delivering safe, customer-focused, reliable and clean rail services. We have invested in new technology and innovative maintenance and engineering solutions to continue to

improve the safety and performance of our assets, and increase reliability, with more trains and more services for our customers.

We continue to improve the management of all rail assets in the safest and most cost-effective way through leveraging people, systems and technology. Our Enterprise Asset Management (EAM) system delivers standardised end-to-end business processes and supports technology to enable us to better manage the lifecycle of our assets.

Key maintenance projects

Our key maintenance projects delivered as part of our $1.46 billion Annual Works Program include:

- 24.122km rerailing
- 34.707km rerailing (squats)
- 547.051km resurfacing plain track
- 15.878km ballast cleaning
- 18.645km contact wire renewal
- 34.5 turnout renewals
- 1108.172km rail grinding
- 7.504km track reconditioning
- 3.132km overhead wiring modernisation
- 4.706km track reconstruction
- 24 bridge refurbishments
- 138 cars component change out (electric fleet)
- 111 bogie overhaul (electric)
- 371 traction motor overhaul (electric).

Fleet management

We have reviewed and streamlined operations. Staff have been upskilled and better equipped to use the latest technology to better improve our fleet maintenance and keep our customers moving.

A significant portion of Oscar fleet heavy maintenance was brought in-house and performed at Hornsby Maintenance Centre. This has reduced costs, improved reliability and increased fleet turnaround and availability.

Infrastructure management

We have continued to deliver intelligent asset management systems capable of using data and real-time analytics to measure our assets' performance and/or condition. Built-in asset condition will alert maintenance teams when an infrastructure issue is detected. Prompt maintenance can be undertaken before the issue impacts customer services. This has reduced the need for routine inspections and has the potential to replace a significant amount of time-based maintenance with condition-based maintenance.

We have developed a centralised asset maintenance and governance program to achieve a more consistent and transparent approach to asset management. We have continued to use technology to better identify areas requiring maintenance upgrading and improve our workplace safety. We are trialling drone aerial inspections for difficult-to-access assets, laser light technology (LiDAR) for greater precision when measuring and surveying infrastructure, and implemented ground penetrating radar (GPR) to determine the condition of our ballast.

Better business outcomes

We have continued to improve our workplace by strategically co-locating asset planners, designers and delivery teams to enhance collaboration and deliver better business outcomes and support Sydney Trains to become a leading asset manager.

We have better aligned funding proposals to our asset requirements, risk assessment, the planning cycle, project delivery and spending cycles, budget and governance.

We have achieved more consistency in our project planning and estimating by creating standardised processes, which has improved work scheduling and generated efficiency savings.

We have reviewed our asset management framework. Recommendations were endorsed to simplify and refine our scope of operations to a more practical and deliverable level. This better aligns our planned actions with wider transport actions and the Asset Management Maturity Plan.

Asset management is an integrated function across Sydney Trains. To improve service delivery, lifecycle function responsibilities and delegations for asset management were identified and clarified to better manage day-to-day operations.

We have also developed and started to roll out competency training so employees across Sydney Trains have the same level of competency in asset management.

We continue to improve our asset management data system to provide better maintenance scheduling. We can now match available resources – staff, contractors, plant and equipment – with planned work and maintenance opportunities. This has improved overall efficiency by increasing resource utilisation and decreasing contractor costs. Faults and incidents will be reduced as infrastructure maintenance is carried out as planned and train availability and reliability is improved.

Enhance our people's experience

Our key performance areas are:

- equal employment opportunity
- a more diverse workplace with an increased representation of female and Aboriginal and Torres Strait Islander employees
- reduced absenteeism.

Our people are vital to what we deliver. Every day they serve our customers on the network or work behind the scenes. We are creating a workplace where our people are valued and can make a difference for our customers.

We continued to recruit and develop a diverse, engaged, aligned and flexible customer-focused workforce. We've championed diversity and inclusion, increased employment opportunities for Aboriginal and Torres Strait Islanders, focused on creating an effective leadership culture and increased the number of women in leadership positions.

We recognise the importance of re-building Sydney Trains people teams in a planned way and in the context of a transport cluster.

Inclusion and diversity

We have continued to increase the representation of Aboriginal and Torres Strait Islander people at Sydney Trains. The number of Aboriginal and Torres Strait Islander employees has risen by 0.61 per cent to 63 employees, 1.77 per cent of our total workforce. Our ambition is increase Aboriginal participation in our workforce to 1.8 per cent by 2021. We have offered employment assistance, guidance and targeted recruitment campaigns as well as mentoring programs to increase retention.

We have continued to champion and embrace National Aborigines and Islanders Day of Observance Committee (NAIDOC) and National Reconciliation Week to celebrate Aboriginal and Torres Strait Islander people's culture and improve customer experiences with the services we offer in communities where we operate. Our NAIDOC week theme, Because of her, we can!, recognised the essential role Aboriginal and Torres Strait Islander women have played, and continue to play, as pillars of society. Our Speaking with One Voice forum provided the opportunity for Aboriginal and Torres Strait Islander employees across the Transport cluster to come together and explore themes focusing on work, career development, leadership and creating a voice for Aboriginal and Torres Strait Islander people.

We also collaborated to develop a Reconciliation Action Plan for the Transport cluster.

We continued to increase female representation across Sydney Trains and in leadership roles. Women in senior leadership roles increased by 2.3 per cent and is now 23.6 per cent, 129 women. We have continued to develop succession planning, talent development, targeted recruitment opportunities and networking events for women, including International Women's Day and our Thrive forums.

Sydney Trains supported the newly released NSW Disability Inclusion Action Plan 2018–2022 and worked to deliver more accessible rail services for all people with a disability and remove barriers to employment for disabled people.

We are committed to bringing cultural acceptance, harmony and a collaborative approach to our workforce. We have an incredibly diverse workforce, with employees from more than 100 cultures in our offices, on our platforms and driving our trains. We have supported and celebrated a number of initiatives including Harmony Day, Diwali Festival and the Eid Festival.

We have continued to build community and workplace relationships where people feel valued, supported and have the opportunity to participate in a variety of diversity, community outreach, professional development, team building, and health and wellbeing activities.

We promoted National and Rail R U OK Day to raise the awareness and importance of mental health in the workplace. We've participated in Vivid – illuminated the clock tower for the third year – and Earth Hour where we turned the lights off to show our support! We participated and supported our colleagues at Sydney Gay and Lesbian Mardi Gras. We've hosted events, raised money and given back to those in need – Biggest Morning Tea, Bandaged Bear, Westmead Children's Hospital toy drive, Dressed for Success, White Ribbon, Movember and more. We celebrated our milestones with family and community days for the opening of the ROC, celebration of 40 years of the Eastern Suburbs Railway and the last Sydney Train on the Epping to Chatswood Rail line.

People Matter Employee Survey

We continue to ask our employees what is important to them in their workplace.

The People Matter Employee Survey gives our people a chance to share what they think and helps to make Sydney Trains and the public sector a better place to work.

We achieved a 84 per cent response rate and overall engagement index of 66 per cent on the People Matter Employee Survey. Our response rate was higher than the public sector (53 per cent) and the Transport cluster (76 per cent). Our engagement index was on par with the public sector and the Transport cluster. Our highest scoring engagement indexes were for work (73 per cent), diversity and inclusion (68 per cent), high performance (62 per cent) and communication (62 per cent).

Enterprise Agreement

Our Enterprise Agreement has given our employees more certainty about their benefits, allowances, pay and conditions. Along with the required adjusted policies and employee services, our people are now better supported through periods of change and equipped to be as successful as possible.

Apprenticeships

Our successful apprenticeship program remained highly competitive and continued to grow to help meet our future demands for technical trade areas. We increased the number of apprenticeships, offering 85 positions, 29 to women, over nine trade areas. We have promoted diversity, successfully continued to increase female participation in typically male-dominated areas and increased the representation of Aboriginal people. We promote our apprenticeship program through try-a-trade days, work experience for year 10 to 12 school students and targeted careers and employment events.

Facilities upgrade and new workplaces

We have delivered significant upgrades of train crew depots at Cronulla, Hornsby and Lidcombe. These fit-for-purpose upgraded facilities across the network ensure the needs are met for current and future frontline staff.

We have updated Security Officer facilities at Waterfall, Port Kembla, Liverpool and Penrith. We are continuing to upgrade our rail network CCTV system from analogue to digital, to provide enhanced video quality and analytics for better security.

Teams moved into the ROC and embraced the new environment, new ways of working, behaviours, protocols, new uniform. They now have a greater appreciation and respect for each other's roles.

Our successful apprenticeship program: 29 women accepted apprenticeships.

Financial performance summary

Revenue and expenses

Our key performance areas are:

- to reduce the cost of operations per passenger journey
- deliver services more efficiently.

For the year 2018–19, Sydney Trains received $2061.7 million (2017–18: $2122.4 million) in income from operating activities, while total expenses of $3778.5 million (2017–18: $3713.8 million) were incurred in operations, depreciation and financing costs. The resulting deficit from operations, before government support, was $1716.7 million (2017–18: $1591.5 million).

Government contributions and other comprehensive income

Government contributions towards day-to-day operations of Sydney Trains were $1461.5 million (2017–18: $1360.9 million) for the year. Government contribution towards Sydney Trains capital investment program for 2018–19 was $24.1 million compared to $13.7 million in 2017–18. Sydney Trains recorded a deficit from continuing operations of $231.2 million (2017–18: deficit $216.9 million).

Other comprehensive income for the year was a deficit of $521.5 million (2017–18: $15.6 million surplus) which includes superannuation actuarial losses on defined benefit schemes of $176.3 million (2017–18: gain $12.3 million) and a revaluation decrement on property, plant and equipment of $342.0 million (2017–18: $5 million). The total comprehensive income for the year was therefore a deficit of $752.7 million (2017–18: deficit $201.3 million).

Transport entity cost recoveries

During 2018–19 Sydney Trains recovered $1015.9 million (2017–18: $1132.8 million) in services revenue from related transport entities, $644.7 million for operational and maintenance services to related transport entities (2017–18: $675.4 million), $367.6 million for capital delivery activities as construction revenue (2017–18: $453.5 million) and $3.6 million for assigned staff to other entities (2017–18: $3.8 million).

Total expenses (net of recoveries) were $2762.6 million (2017–18: $2581.1 million).

Performance against budget

Sydney Trains net operating income performance was $14.4 million favourable to budget.

Maintenance expenditure

Maintenance expenditure by Sydney Trains totalled $1455.8 million (2017–18: $1291.7 million), which included $250.4 million (2017–18: $196.2 million) of capitalised maintenance on RailCorp and Sydney Trains assets. Total maintenance undertaken includes work performed for NSW Trains fleet, facilities and network infrastructure.

Capital investment

Sydney Trains total capital investment was $29.3 million.

Sydney Trains was also engaged in the delivery of capital works for RailCorp assets throughout the year.

In total, Sydney Trains delivered $391.9million (2017–18: $468.7 million) of capital works, including $250.4 million (2017–18: $196.2 million) of capitalised maintenance.

2018-19 Income from operating activities

■	Passenger services revenue	$ 904.5m	44%
■	Construction revenue	$ 367.6m	18%
■	Inter-entity cost recovery	$ 648.3m	31%
■	Contribution from RailCorp	$ 61.1m	3%
■	Miscellaneous	$ 80.2m	4%
	Total income	**$ 2061.7m**	
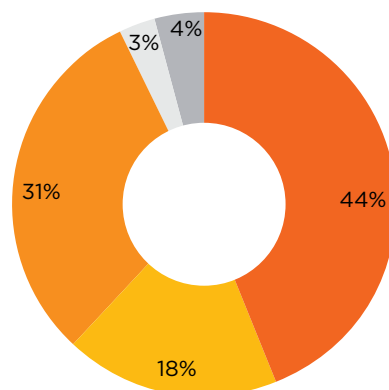
2018-19 Total expenses

■	Employee-related expenses	$ 1336.7m	35%
■	Personnel services expenses	$ 132.5m	4%
■	Finance costs	$ 178.8m	5%
■	Depreciation and amortisation	$ 132.7m	4%
■	Construction costs	$ 367.6m	10%
■	Other contractors	$ 619.7m	16%
■	External maintenance costs	$ 278.0m	7%
■	Other operating expenses	$ 732.5m	19%
	Total expenses	**$ 3778.5m**	
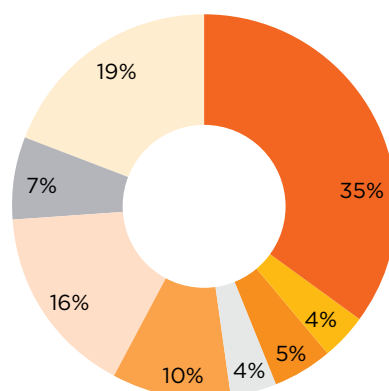
2018-19 Total maintenance

■	Capital maintenance	$ 250.4m	17%
■	Routine maintenance	$ 460.7m	32%
■	Major periodic maintenance	$ 744.7m	51%
	Total maintenance	**$ 1455.8m**	
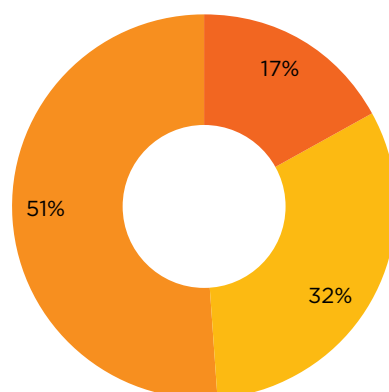
Sydney Trains financials at a glance

	2013–14 $ million	2014–15 $ million	2015–16 $ million	2016–17 $ million	2017–18 $ million	2018–19 $ million
Passenger services revenue	745.3	712.4	721.6	779.6	852.7	904.5
Other income	1092.5	1124.1	1204.8	1248.3	1269.7	1157.3
Income from operating activities	1837.8	1836.5	1926.4	2027.9	2122.4	2061.7
Total expenses	3224.0	3371.6	3362.9	3531.9	3713.8	3778.5
Deficit from operations before government contributions	-1386.2	-1535.1	-1436.5	-1504.0	-1591.5	-1716.7
Government contributions	1214.9	1320.5	1213.0	1339.6	1374.6	1485.6
Deficit from continuing operations	**–171.3**	**–214.7**	**–223.5**	**–164.4**	**–216.9**	**–231.2**

Cost and revenue per journey/revenue car kilometre

	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Net operating costs per revenue car kilometre[*1]	$8.97	$9.00	$8.82	$9.43	$9.40	$9.75
Net operating costs per passenger journey[*2]	$6.13	$6.00	$5.38	$5.50	$5.75	$5.96
Passenger revenue per passenger journey	$2.65	$2.44	$2.24	$2.29	$2.37	$2.40

Net operating costs are in nominal dollars.

[1] *The real cost per revenue car kilometre is $9.81 for 2013–14, $9.65 for 2014–15, $9.32 for 2015–16, $9.77 for 2016–17 and $9.54 for 2017–18. Revenue car kilometre is based on Scheduled Revenue Car Kilometre.*

[2] *The real cost per passenger journey is $6.70 for 2013–14, $6.43 for 2014–15, $5.69 for 2015–16, $5.69 for 2016–17 and $5.84 for 2017–18.*

Cost is calculated based on 'net operating cost'. Net operating cost is total expenses excluding capital related costs, depreciation and amortisation, the cost of construction, inter-entity cost recoveries, and items that are not part of net operating costs.

Appendices

Appendix 1: *Transport Administration Act 1988*

Sydney Trains is a NSW Government agency constituted under the *Transport Administration Act 1988* (NSW).

The Transport Administration Act 1988 states the common objectives and service delivery priorities of public transport agencies:

1. Public transport agencies are to exercise their functions in a manner that promotes the following objectives, which are the common objectives of public transport agencies:

   a. Customer focus
   To put the customer first and design the transport system around the needs and expectations of the customer.

   b. Economic development
   To enable the transport system to support the economic development of the state (with a focus on freight transport systems).

   c. Planning and investment
   To ensure that good planning informs investment strategies.

   d. Coherence and integration
   To promote coherence and integration across all transport modes and all stages of decision–making.

   e. Performance and delivery
   To focus on performance and service delivery, based on a strong purchaser-provider model with clear accountabilities for outcomes.

   f. Efficiency
   To achieve greater efficiency:

      i. in the delivery of transport infrastructure projects

      ii. through improved coordination of freight, maritime and ports operations, and their integration into the transport system

      iii. by eliminating duplication of functions and resources

      iv. by outsourcing the delivery of non-core services.

   g. Environmental sustainability
   To promote the delivery of transport services in an environmentally sustainable manner.

   h. Social benefits
   To contribute to the delivery of social benefits for customers, including greater inclusiveness, accessibility and quality of life.

   i. Safety
   To provide safe transport services in accordance with a safety regulatory framework.

2. Public transport agencies are to determine their service delivery priorities having regard to the Transport Secretary's expectations for service delivery established by a Statement of Expectations issued annually to public transport agencies by the Transport Secretary.

Appendix 2: Changes in Acts and subordinate legislation 2018–19

Changes in acts and subordinate legislation from 1 July 2018 to 30 June 2019

New South Wales

Crown Land Management Act 2016 (NSW) (commenced in full on 1 July 2018)

Rail Safety (Adoption of National Law) Regulation 2018 (NSW) (commenced on 27 July 2018)

Gas and Electricity (Consumer Safety) Act 2017 (NSW) (commenced on 1 September 2018)

New South Wales

Heavy Vehicle National Law Act 2013 (NSW):

- Heavy Vehicle (Adoption of National Law) Amendment Regulation 2018 (NSW) (commenced on 1 October 2018)
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2018 (NSW) (commenced on 1 October 2018)

Government Sector Finance Act 2018 (NSW) (commenced on 1 July 2019)

Building and Construction Industry Security of Payment Amendment Act 2018 (NSW) (to commence on 21 October 2019)

Modern Slavery Act 2018 (NSW) (assented to on 27 June 2018, not yet commenced)

Commonwealth

Road Vehicles Standards Act 2018 (Cth) (part-commenced on 11 December 2018)

Industrial Chemicals Act 2019 (Cth) (assented to on 12 March 2019, due to commence on 1 July 2020)

Appendix 3: Obligations under the GIPA Act 2009

1. Review of proactive release program – Clause 7(a)

Under section 7 of the *Government Information (Public Access) Act 2009* (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. This review must be undertaken at least once annually.

Sydney Trains makes a range of information available on its website about its operations including:

- a corporate plan which outlines the key priorities and initiatives that Sydney Trains will deliver in the next financial year
- patronage and performance data, including train punctuality and a customer on-time performance indicator that measures customer travel experience on the rail network during the AM and PM peaks
- planned maintenance and construction work to be carried out across the Sydney Trains network
- information about railway electricity rights
- information about Sydney Trains environment protection licences
- information about vegetation management near the electrical distribution network Sydney Trains operates
- a database of heritage assets to assist with decisions about maintaining and conserving these assets

2. Number of access applications received – Clause 7(b)

During the reporting period, Sydney Trains received a total of 122 access applications (including withdrawn applications but not invalid applications).

3. Number of refused applications for Schedule 1 information – Clause 7(c)

During the reporting period, Sydney Trains refused three applications because the information requested was information referred to in Schedule 1 to the GIPA Act.

Statistical information about access applications – Clause 7(d) and Schedule 2:

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

	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/ deny whether information is held	Application withdrawn
Media	1	9	–	3	–	1	–	–
Members of Parliament	6	1	–	–	–	–	–	–
Private sector business	3	3	–	–	–	–	–	–
Not-for-profit organisations or community groups	–	–	–	–	–	2	–	–
Members of the public (application by legal representative)	24	2	–	2	–	2	–	1
Members of the public (other)	30	5	5	6	1	3	–	9
Total	**64**	**20**	**5**	**11**	**1**	**8**	**–**	**10**

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

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

	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/ deny whether information is held	Application withdrawn
Personal information applications*	10	1	–	–	1	–	–	–
Access applications (other than personal information applications)	28	17	2	7	–	6	–	4
Access applications that are partly personal information applications and partly other	26	2	3	4	–	2	–	6
Total	**64**	**20**	**5**	**11**	**1**	**8**	**–**	**10**

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

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (s 41 of the Act)	22
Application is for excluded information of the agency (s 43 of the Act)	–
Application contravenes restraint order (s 110 of the Act)	–
Total number of invalid applications received	22
Invalid applications that subsequently became valid applications	**11**

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	–
Cabinet information	–
Executive Council information	–
Contempt	–
Legal professional privilege	3
Excluded information	–
Documents affecting law enforcement and public safety	–
Transport safety	–
Adoption	–
Care and protection of children	–
Ministerial code of conduct	–
Aboriginal and environmental heritage	–

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

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

	Number of occasions when application not successful
Responsible and effective government	9
Law enforcement and security	6
Individual rights, judicial processes and natural justice	15
Business interests of agencies and other persons	8
Environment, culture, economy and general matters	2
Secrecy provisions	–
Exempt documents under interstate freedom of information legislation	–

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	108
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	–
Total	**110**

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

	Decision varied	Decision upheld	Total
Internal review	1	3	4
Review by Information Commissioner*	1	–	1
Internal review following recommendation under s 93 of Act	–	–	–
Review by NCAT	–	–	–
Total	**2**	**3**	**5**

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

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	8
Applications by persons to whom information the subject of access application relates (see s 54 of the Act)	–

Table I: Applications transferred to other agencies

	Number of applications transferred
Agency-initiated transfers	4
Applicant-initiated transfers	–

Appendix 4: *Privacy and Personal Information Protection Act 1998*

Sydney Trains holds the following personal and health information about its customers:

- personal and health information about customers who have been involved in incidents, such as falls on Sydney Trains' property – the information is collected from customers to assist them during and after incidents
- personal information about customers who have witnessed incidents on Sydney Trains' property and provided their details to Sydney Trains
- personal information about customers who have lost property on Sydney Trains' fleet and other railway land
- personal information about customers who provide feedback via the customer feedback line: 131 500
- personal information about customers who have been infringed for offences such as fair evasion.

Sydney Trains, along with the other agencies in the Transport cluster, has been working towards creating greater consistency in the management of personal information to achieve the best possible results for members of the public. This work is evidenced in the development of privacy management plans for each transport agency. The plans are designed to provide the highest standard of information regarding compliance with the information protection and health records principles in the *Privacy and Personal Information Protection Act 1998* (PPIP Act) and the *Health Records and Information Privacy Act 2002* (HRIP Act) Sydney Trains' current Privacy Management Plan, published on Sydney Trains' website in August 2016, includes information about the development of policies and practices to ensure compliance by Sydney Trains with the requirements of the PPIP Act and the HRIP Act. This includes the communication of those policies and practices to customers and employees of Sydney Trains, the procedures that Sydney Trains adopts in relation to internal reviews under Part 5 of the PPIP Act, and such other matters considered relevant in relation to privacy and the protection of personal information held by Sydney Trains.

Questions, compliments or complaints about the management of personal and health information should be initially directed to the Privacy Officer at Transport for NSW who will direct the inquiry to the relevant agency. The privacy officer can be contacted as follows:

The Privacy Officer Transport for NSW
PO Box K659, Haymarket NSW 1240
Phone: 02 8202 3768
Email: privacy@transport.nsw.gov.au

Privacy Reviews

During 2018–19, Sydney Trains received one internal review of conduct relating to the use, access or release of personal information. The internal review determined that no breach had taken place.

Appendix 5: *Public Interest Disclosures Act 1994*

All Public Interest Disclosures (PID) received by Sydney Trains during 2018–19 were presented to the Ombudsman. The particulars are as follows:

- number of public officials who have made a PID to the public authority: 12
- number of PIDs received by the public authority in total: 16
- number of PIDs received by the public authority relating to each of the following:
  - corrupt conduct: 16
  - maladministration: 0
  - serious and substantial waste of public money: 0
  - government information contravention: 0
  - local government pecuniary interest contraventions: 0
- number of PIDs finalised: 24
- whether the public authority has a PID Policy in place: Yes

Actions taken to ensure staff awareness of responsibilities under section 6E(1)(b) of the Act have been met:

- training by NSW Ombudsman
- training provided by Sydney Trains
- posters in stations and back offices
- PID information contained in Policy and Procedures
- Code of Conduct
- links contained in intranet
- information communicated via briefing papers and staff communication.

Appendix 6: Cyber Security Annual Attestation Statement for the 2018–19 Financial Year for Sydney Trains

I, Howard Collins, am of the opinion that Sydney Trains is approaching cyber security in a manner consistent with the mandatory requirements set out in the NSW Government Cyber Security Policy.

In line with the NSW Government Cyber Security Policy, Sydney Trains has identified its critical assets and has an ongoing program of work to identify and assess the changing security threats, manage new and current risks and implement appropriate controls.

Governance is in place to manage the cyber-security maturity and initiatives of Sydney Trains.

There exists a current cyber incident response plan for Sydney Trains, which has been tested during the reporting period.

A mix of reviews and audits of the Agency's Information Security Management System were undertaken, in addition to reporting against the Mandatory Requirements of the NSW Government Cyber Security Policy and found to be adequate or findings being addressed through the program of work as appropriate.

Howard Collins OBE
Chief Executive
Sydney Trains

29 August 2019

Appendix 7: Internal audit risk management disclosure

Director
Financial Management, Governance & Analytics
NSW Treasury
Level 27, 52 Martin Place
Sydney NSW 2000

Dear Director,

**TPP15-03 Internal Audit and Risk Management Policy for the NSW
Public Sector – Sydney Trains Attestation Statement**

In accordance with the requirements of TPP15-03, please find attached Sydney
Trains' Internal Audit and Risk Management Attestation Statement, which attests
that the core requirements were in place for the 2018–2019 Financial Year.

Yours sincerely,

Howard Collins OBE
Chief Executive
Sydney Trains

26 September 2019

Internal Audit and Risk Management Attestation Statement for the 2018–2019 Financial Year for Sydney Trains

I, Howard Collins, am of the opinion that Sydney Trains has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core requirements	Compliant, non-compliant, or in transition
Risk management framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal audit function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Sydney Trains Audit and Risk Committee for the FY2018–2019 are:

- Independent Chair, P. Mayers, 1 October 2018 – 30 September 2021
- Independent Chair, P. Housden, 1 October 2013 – 30 September 2018
- Independent Member 1, F. Barr, 1 October 2013 – 30 June 2020
- Independent Member 2, T. Davies, 1 October 2013 – 30 June 2020

Howard Collins OBE
Chief Executive
Sydney Trains

26 September 2019

Appendix 8: Insurance management

Sydney Trains has a comprehensive tailored insurance program in place as part of our risk management strategy. Our insurance program is reviewed annually in consultation with our appointed insurance brokers to protect against insurable risks.

These risks could affect:

- our operations
- our legal liabilities to third parties
- existing assets and those under construction

We transfer insurable risks by purchasing insurance through the commercial insurance market with established and financially stable insurers.

Appendix 9: Human resources

Table 1: Senior Executives – gender and average remuneration

Senior Service Level	Female		Male		Total		Average TRP ($)		% of Total employee-related expenditure relating to Senior Executives	
	2017–18	2018–19	2017–18	2018–19	2017–18	2018–19	2017–18	2018–19	2017–18	2018–19
Band 1	22	31	78	89	100	120	$250,142	$252,196		
Band 2	4	3	23	20	27	23	$354,572	$369,059	2.5%	2.6%
Band 3	1		2	2	3	2	$540,300	$586,814		
Total	**27**	**34**	**103**	**111**	**130**	**145**				

Table 2: Employee band and salary range

	Award	TSSM*	Band 1	Band 2	Band 3	Grand Total
<$50,000	605					605
$50,000 to $75,000	4503					4503
$75,001 to $100,000	2598					2598
100,001 to $125,000	1221					1221
$125,001 to $150,000	1312					1312
>$150,000		400	121	23	2	546
Grand Total	**10,239**	**400**	**121**	**23**	**2**	**10,785**

*Transport Senior Service Manager

Appendix 10: Workforce diversity

Workforce Diversity Group	2018	2019
Women	18.9%	20.3%
Aboriginal and/or Torres Strait Islander People	1.2%	1.8%
People whose first language spoken as a child was not English	2.1%	3.6%
People with disability	1.8%	1.7%
People with disability requiring work-related adjustment	0.1%	0.1%

Notes on the working of the above statistics:

Labour hire is not included for any of the above figures and the data source is Transport Equip.

First language not English includes those whose first language spoken as a child is:

• Other

• English and other language

Appendix 11: Work health and safety

Sydney Trains health and safety responsibilities are managed through its Safety Management System that meets its obligation under the *Work Health and Safety Act 2011*. In addition Sydney Trains runs comprehensive health and wellness programs for its employees throughout the year.

Sydney Trains is a licensed self-insurer for worker's compensation held under the *Workers Compensation Act 1987*. Claims management and return to work (RTW) services were provided by the Workers Compensation Unit of Transport Shared Services, Transport for NSW, in 2018–19.

In accordance with the provisions of section 38 of the *Work Health and Safety Act 2011*, Sydney Trains notified 45 incidents to Safe Work NSW during the year. These incidents include:

• 20 fatalities as a confirmed or likely consequence of intention to self-harm

• eight fatalities as a consequence of misadventure, health condition or self-induced causes such as drug overdose

• 14 incidents involved serious injuries to a worker

• three involved serious injuries to another person, one of which was confirmed intention to self-harm

Sydney Trains incurred no SafeWork NSW prosecutions under the *Work Health and Safety Act 2011* in 2018–19.

Appendix 12: Customer Feedback 2018–19

Sydney Trains complaint numbers for 2018–19 decreased by 7.1 per cent on the previous financial year's figures, from 21,470 to 19,946.

Timeliness was the largest category of complaint for 2018–19, followed by staff/customer service and safety and security. These three key drivers accounted for nearly 62 per cent of all complaints for Sydney Trains in the last financial year.

Service reliability remains the biggest priority for our customers. Four out of the top 10 complaint issues in 2018–19 were associated with timeliness issues. However, complaints for this key driver have fallen by 9.7 per cent against the previous year's totals. Complaints for safety and security, information, comfort, access and convenience, ticketing, timetables, cleanliness and environment all showed decreases in 2018–19.

Station staff conduct complaints fell from 744 to 693, a drop of 6.9 per cent on 2017–18's totals.

Sydney Train consumer complaints by issue for 2018–19

Grand total: 19,946
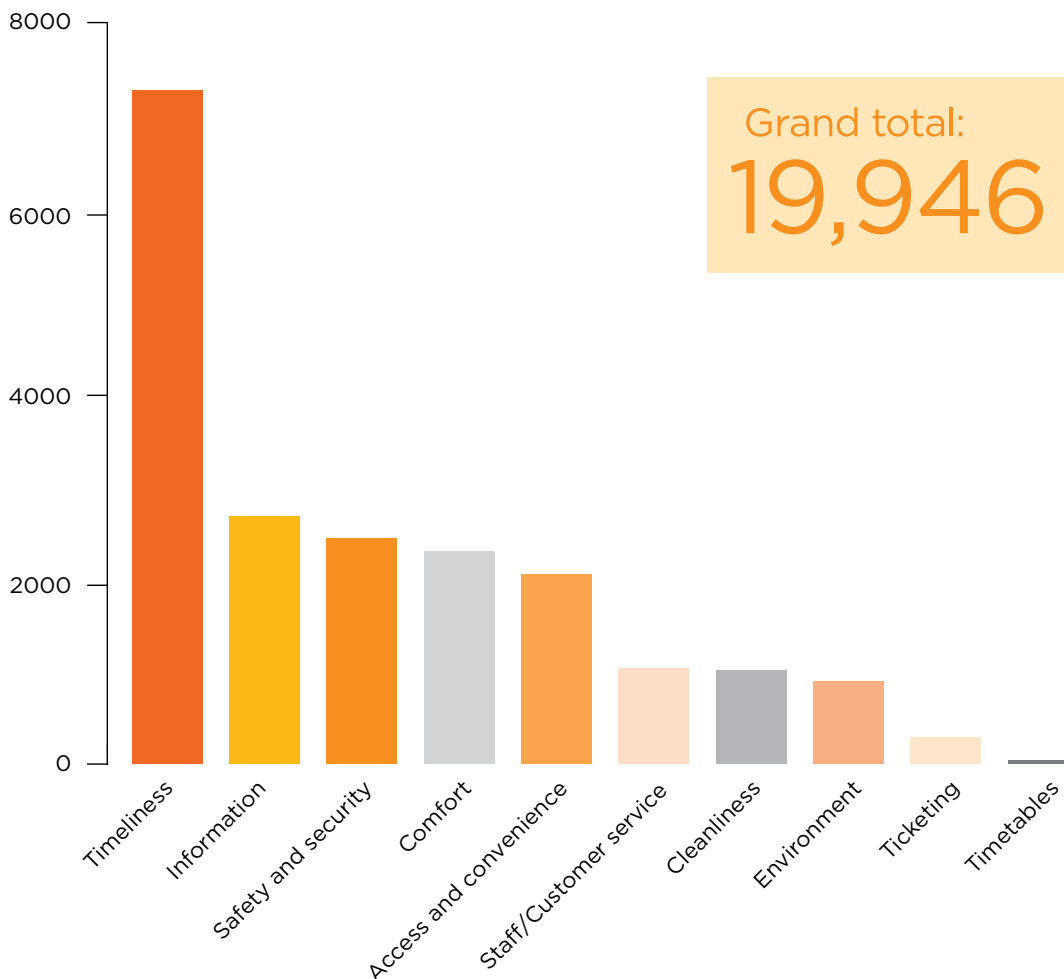
Appendix 13: Multicultural policies and service program

Under the *Multicultural NSW Act 2000*, Transport for NSW is required to deliver and report against the current policies and services that address the NSW's Multicultural Planning Framework. Sydney Trains has used this framework to ensure operations reflect the multicultural nature of staff and the community served by the organisation.

A number of multicultural events have been held including Harmony Day, a holistic initiative designed to bring employees together in the spirit of belonging. In addition, other more targeted multicultural events were held for specific groups including Diwali, International Women's Day, the Eid Festival, the NAIDOC Week and an Aboriginal Staff Forum designed to bring together all employees of Aboriginal background to share in a united organisational experience. Leaders and employees at all levels of the organisation participated in events and Howard Collins OBE spoke and represented Sydney Trains at many of the functions.

NAIDOC Week events brought together a number of executives who participated in a weekly schedule of activities at Circular Quay and Central Station as well as a formal Sydney Trains event at the new ROC where there was a spiritual ceremony and the unveiling of a plaque designed to officially acknowledge the land on which the centre stands.

In the last 12 months the Aboriginal Employment Unit (AEU) continued to focus on the recruitment of Aboriginal employees. The AEU offers a dedicated support service that is instrumental in driving pre-employment campaigns and working with hiring managers during targeted selection. The AEU also acts as an advisory service and provides information on Aboriginal issues, assists in the design of Aboriginal cultural awareness programs, promotes the Welcome to Country and Acknowledgement of Country protocols and offers advice on the retention of Aboriginal employees experiencing workplace challenges.

Appendix 14: Disability inclusion action plans

The Transport for NSW Disability Inclusion Action Plan 2018–2022 is a renewed commitment by the NSW Government to reduce and eliminate barriers for the people of NSW and to ensure to everyone has the opportunity to fully participate in community life. The plan covers all aspects of the customer journey and seeks to guarantee the transport system supports positive end-to-end journeys for disabled people. In addition the plan seeks to provide people with a disability access to apply for roles within the transport cluster.

Sydney Trains is committed to this agenda and will work with the Transport cluster to address the actions listed in the plan and participate in forums and disability advisory committees. The provision of high quality and customer-focused rail operations that ensure accessibility is a primary goal of Sydney Trains.

Appendix 15: Environmental compliance

During the reporting period, Sydney Trains did not receive any penalty infringement notices, formal warning letters, clean-up or prevention notices from the NSW Environment Protection Agency (EPA) for its Network Operations (EPL 12208), the Chullora Ballast Recycling Centre (EPL 7515) or the Bombo Quarry (EPL 79).

Appendix 16: Investment management performance

In the year ended 30 June 2019, Sydney Trains held cash in the Westpac Treasury Banking System and a term deposit through a NSW Treasury Corporation arranged facility. The interest earned was 1.72 per cent on the funds invested, which was below the benchmark rate of 2.34 per cent.

Appendix 17: Implementation of price determination

IPART fare determination limits the average adult fare increase to 13 per cent over the determination period between 1 July 2016 and 30 June 2019 which allows for an average fare increase of up to 4.2 per cent per annum (including inflation).

In July 2018, the NSW Government elected to increase Opal fares by 2.2 per cent in line with cost of living. The impact on the average customer was approximately 39 cents a week.

Appendix 18: Payment of accounts

Outstanding invoices by age at the end of each quarter:

Quarter	Current (i.e. within due date) $M	Less than 30 days overdue $M	Between 30 and 60 days overdue $M	Between 60 and 90 days overdue $M	More than 90 days overdue $M
Suppliers					
Sept-18	88.6	12.3	1.2	0.7	0.0
Dec-18	57.0	8.0	0.5	0.2	0.1
Mar-19	95.8	8.5	0.2	0.0	0.0
Jun-19	131.6	0.0	0.1	0.0	0.2
Small business suppliers					
Sept-18	1.1	0.0	0.0	0.0	0.0
Dec-18	0.4	0.0	0.0	0.0	0.0
Mar-19	0.6	0.0	0.0	0.0	0.0
Jun-19	0.6	0.0	0.0	0.0	0.0

Accounts paid on time within each quarter:

Measure	Sept-18	Dec-18	Mar-19	Jun-19
Suppliers				
Number of accounts due for payment	33,651	32,340	24,939	27,755
Number of accounts paid on time	33,211	31,908	23,564	26,993
Actual % accounts paid on time	98.7%	98.7%	94.5%	97.3%
$ amount of accounts due for payment	$625.7M	$632.6M	$553.9M	$693.6M
$ amount of accounts paid on time	$620.6M	$626.9M	$540.5M	$679.4M
Actual % accounts paid on time (based on $)	99.2%	99.1%	97.6%	98.0%

Measure	Sept-18	Dec-18	Mar-19	Jun-19
Small business suppliers				
Number of accounts due for payment	220	239	388	319
Number of accounts paid on time	220	239	387	319
Actual % accounts paid on time	100%	100%	99.7%	100%
$ amount of accounts due for payment	$2.1M	$1.2M	$3.8M	$4.1M
$ amount of accounts paid on time	$2.1M	$1.2M	$3.8M	$4.1M
Actual % accounts paid on time (based on $)	100%	100%	100%	100%

Sydney Trains paid one interest payment of $136.75 in the current financial year.

Appendix 19: Grants to non-government community organisations

Sydney Trains did not pay any grants to non-government community organisations in the current year.

Appendix 20: Overseas travel

All overseas travel activities are conducted in an ethical and transparent manner and comply with the values, principles and articles in the Code of Ethics and Conduct for NSW Government sector employees and the NSW Procurement Policy Framework.

Sydney Trains had 11 officers undertake International travel during the year.

The travel facilitated a range of business initiatives.

Officer title	Travel period	Destination	Purpose of travel
Executive Director Future Network Delivery	8 Sept to 23 Sept	UK, Denmark and Germany	To attend the International Trade Fair for Transport Technology Conference

To inspect European Train Control Management Systems |
| ATP Integration Manager Future Network Delivery | 22 Oct to 25 Oct | New Zealand | To obtain insights on the KiwiRail European Train Control system implementation |
| Associate Director Financial Accounting Management Group Rail | 26 Oct to 4 Nov | UK | To meet underwriters for the placement of the annual liability and property insurance renewal |

Officer title	Travel period	Destination	Purpose of travel
Duty Control Manager Operations Delivery	17 Nov to 23 Nov	UK	To visit the London Underground Control Centre
Duty Control Manager Operations Delivery	17 Nov to 23 Nov	UK	To visit the London Underground Control Centre
Duty Control Manager Operations Delivery	17 Nov to 23 Nov	UK	To visit the London Underground Control Centre
Network Incident Manager Operations Delivery	08 Jan to 19 Jan	UK, Switzerland, Austria, Spain	To meet suppliers for the Digital Systems project
Head of Service Delivery Operations Delivery	08 Jan to 19 Jan	UK, Switzerland, Austria, Spain	To meet suppliers for the Digital Systems project
Deputy Executive Director Asset Management	17 Mar to 21 Mar	Hong Kong	To attend the 21st Asia Pacific Rail Conference
Deputy Executive Director Train Crewing	17 Mar to 21 Mar	Hong Kong	To attend and present at the 21st Asia Pacific Rail Conference
Chief Executive Officer	17 June to 19 June	New Zealand	To attend the Australasian Railway Association meeting and the Rail Conference

Appendix 21: Payments to consultants

Consultant	Category	Project	Costs $
Ernst & Young	Engineering	Undertake an independent maintenance model review and assessment	1,490,045
Systra Scott Lister Australia	Engineering	Undertake a review of electricity operational equipment	266,046
Amey Consulting Australia Pty Ltd	Management services	Provide an advice on delegations and operating efficiencies	263,362
Deloitte Touche Tohmatsu	Organisational Review	Organisational design strategy	248,900
Deloitte Touche Tohmatsu	Information Technology	Development of an Operational Technology Cyber Security Strategy	211,011
Deloitte Touche Tohmatsu	Information Technology	Development of an Information Technology Cyber Security Strategy	181,002
Advisian Pty Ltd	Engineering	Tangara Fleet capability review	172,568
University of Wollongong	Engineering	Development of system integrity model	119,000
Bronici Consulting Pty Ltd	Training	Development of training material and assessment of training requirements	92,501
Systra Scott Lister Australia	Engineering	Undertake a review of Airport Line Maintenance requirements	74,080
Total contracts of $50,000 or more (10 contracts)			**3,118,515**
Total contracts of less than $50,000 (3 contracts)			**53,225**
Total expenditure for 2018–19			**3,171,740**

Appendix 22: Waste reduction

Sydney Trains is continually improving its approach to waste and recycling to address the requirements of the Government Resource Efficiency Policy (GREP). During the reporting period, we:

- continued to implement co-mingled recycling bins at stations throughout the metropolitan network
- continued trials to improve customer recycling performance with the use of intuitive, user-friendly signs and decals
- established new waste collection contracts, incorporating targets for recycling rates and staff and customer education programs
- purchased recycled or part-recycled products when appropriate.

Appendix 23: NSW government resource efficiency policy

The NSW Government has established the Government Resource Efficiency Policy (GREP) to reduce NSW Government's operating costs and lead by example in increasing the efficiency of the resources it uses. Compliance with GREP is mandatory for all general government-sector agencies on a whole-of-cluster basis, while local government, state-owned corporations, public trading enterprises and public financial enterprises are strongly encouraged to adopt the policy. Sydney Trains reports on its performance against GREP via Transport for NSW.

Appendix 24: Major works in progress

Sydney Trains has no major works in progress as at 30 June 2019.

Appendix 25: External Annual Report production costs

External design services were used to ensure the annual report would comply with the Web Content Accessibility Guidelines (WCAG).

The total external costs associated with producing the PDF version of the report were approximately $9000, including design layout and proof-reading.

Abbreviations acronyms & definitions

Abbreviations, acronyms & definitions

Acronyms

AFILS	Audio Frequency Induction Loop System
ANZAC	Australia & New Zeland Army Corp
ATP	Automatic Train Protection
ATRICS	Advanced Train Running Information Control System
CCTV	Closed Circuit Television
CIFR	Customer Injury Frequency Rate
EAM	Enterprise Asset Management
GPR	Ground Penetrating Radar
IVR	Interactive Voice Response
LED	Light Emitting Diode
LiDAR	Light Detecting Ranging
LTIFR	Lost Time Injury Frequency Rate
MTS	Metro Trains Sydney
NAIDOC	National Aborigines and Islanders Day of Observation Committee
OSI	Operational Safety Index
ROC	Rail Operations Centre
SMS	Safety Management System
SPACE	Safety Pride Accountability Collaboration Excellence
TfNSW	Transport for New South Wales

Acronyms

Definitions

Greater Sydney	The six districts of Greater Sydney, as defined by the Greater Sydney Commission, are: **Central** Bayside, Burwood, Canada Bay, Inner West, Randwick, Strathfield, the City of Sydney, Waverley, Woollahra **North** Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Northern Beaches, Mosman, North Sydney, Ryde, Willoughby **South** Canterbury-Bankstown, Georges River, Sutherland **South West** Camden, Campbelltown, Fairfield, Liverpool, Wollondilly **West** Blue Mountains, Penrith, Hawkesbury **West Central** Blacktown, Cumberland, Parramatta, The Hills
Intercity Trains	The train network operated by NSW Trains under the brand NSW TrainLink. It includes Blue Mountains, Central Coast and Newcastle, Hunter, South Coast and Southern Highlands Lines
Light Rail	Lower capacity urban rail system, based on upgraded tramway technology. Light rail shares the road network and some pedestrian areas. Symbolised on way-finding signs and maps by a capital L. Contracted to private operator Transdev Sydney.
NSW TrainLink	The train service that operates outside of the Sydney Trains Network. It includes trains and coaches.
Platform screen doors	Used at some metro stations to screen the track from the platform. The platform screen doors line up and open simultaneously with the Metro train doors.
Rail network or rail	The rail infrastructure including tracks, sleepers, signals, stations and wires. May also be referred to as heavy rail.
SPACE Behaviours	The values Sydney Trains staff share and are at the core of everything we do.
Sydney Metro	A fully-automated rail network system that operates separately to Sydney Trains. It is physically separated from main line and suburban railways. Sydney Metro does interface with both Sydney Trains and other transport modes e.g. buses. It is symbolised on way-finding signs and maps by a capital M. Contracted to private operator Metro Trains Sydney (MTS)
Transport for New South Wales	Transport for NSW. All transport agencies, including Sydney Trains and NSW TrainLink, are co-ordinated by Transport for NSW. In the past, this department has been referred to as TNSW (Transport NSW), DoT (Department of Transport), MoT (Ministry of Transport) and NSWTI (NSW Transport and Infrastructure).