Sydney Trains

Annual Report

Volume 1 • 2019–20

NSW GOVERNMENT

Letter to Minister

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

Dear Minister

I am pleased to submit for presentation to Parliament the Sydney Trains Annual Report for the financial year ending 30 June 2020.

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

Yours sincerely

Suzanne Holden
Acting Chief Executive
Sydney Trains

13 November 2020

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Foreword

From the Chief Executive

It is a privilege and an honour for me to join the Transport cluster and drive the business of Sydney Trains, while ensuring service and operational excellence continues to be delivered to our customers every day. As Sydney Trains' Acting Chief Executive, I look forward to the responsibility and challenge of leading an organisation that provides such an essential service to the Greater Sydney community. I would like to acknowledge Howard Collins and Stuart Mills who also led our organisation this financial year and the continued role Howard plays in shaping the future of transport across Greater Sydney.

We all know this year has been difficult and the entire leadership team has provided a steady and reassuring hand during what has been an extraordinary period for our community. We have responded to the devastation of the fire season, the flooding that hit parts of NSW and, of course, something that none of us have experienced before, the COVID–19 pandemic.

The unprecedented scale and ferocity of the fire season affected our network operations in many different and critical ways and directly affected some of our colleagues, friends and family members. Under these extraordinary circumstances, individuals and teams consistently worked together to ensure there was minimal disruption to our customers and the services they needed. The Blue Mountains Line was hardest hit and more than 300 employees worked over 150,000 hours to restore full service to the line by 23 May.

The COVID–19 pandemic changed our business in many ways but it has also highlighted the extraordinary resilience, creativity and determination of staff to meet and manage uncertainty and the challenges of change, while still providing essential services, maintenance and infrastructure programs. We helped to support essential workers in getting to work at the same time as keeping our workers safe and helping to stop the spread of COVID–19. We were also able to take advantage of the reduced numbers of customers using our network to accelerate maintenance of our infrastructure and fleet assets, which all helped to keep people in jobs and the NSW economy moving.

Sydney Trains is proud of what we achieved over 2019–20 as we continue to work towards ensuring our business is ready to meet the expectations of our customers and the communities we serve now and into the future. We are focused on connecting our customers' whole lives by delivering a safe, reliable, clean and efficient rail service. We have delivered more new trains and made improvements and digital upgrades towards a safer, more resilient, railway system capable of providing more services and driving a stronger economy. We are integrating with other modes of transport, including the new Sydney Metro, Light Rail and buses to help provide our customers with a seamless transport experience. We have focused on improving our customers' journeys and creating successful places by providing upgraded and accessible stations and timely, accurate communication and information.

Safety for our customers and our people continues to be at the core of everything we do. A team of safety professionals is embedded across our organisation to drive our safety culture initiatives. We will continue to create the best possible place to work and to keep our people safe and healthy.

Our people are at the heart of everything we do and what has resonated with me is the strong sense of pride our people have in what it means to be part of Sydney Trains. Whether we are helping customers with information at one of our 169 stations, keeping our service moving, maintaining and repairing the network, looking after our customers on their journey, or helping to manage services for our 11,000–strong workforce, there's a real appreciation of the importance of our roles in keeping Greater Sydney moving. It's a rare and valuable workplace culture that we should be proud of and one built on respect, support and the commitment of our people.

As we move forward we will continue to transform the way we do our business, putting the customer at the centre of everything we do, delivering operational excellence every day, and making sustainability a key driver of how we run our business. As a leadership team we will seek to make decisions that are focused on the greater good and ensuring we are fit for the future – for our customers, our people and the broader community.

The executive team and I know that the success of Sydney Trains is achieved by the individual efforts of each and every one of our people and we are pleased to highlight our achievements and the way we contribute to making NSW a better place to live, work and visit.

Suzanne Holden
Acting Chief Executive
Sydney Trains

13 November 2020

About us

About Sydney Trains – overview

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

Transport for NSW (TfNSW) is the lead government agency in the Transport cluster and is responsible for managing and shaping the future of the whole transport system in line with NSW Government priorities.

From 1 July 2019, Sydney Trains became part of the Greater Sydney division of TfNSW to deliver a more united transport model with a greater focus on customers and communities. As part of Greater Sydney we operate and maintain the heavy rail network and provide rail services for passengers and freight.

Together with Sydney Metro, State Transit Authority, NSW TrainLink and TfNSW's other transport operators we work to provide safe, integrated, seamless journeys for our customers.

Sydney Trains is Australia's largest public transport system with an annual patronage approaching 400 million. We carried more passengers than Australia's other four major urban rail operators combined. However, the impact of the COVID-19 pandemic saw patronage levels decline to 295 million in the 2019-20 financial year. This unparalleled growth has been paused and future demand is unclear, but we are still looking forward and are prepared to play our part in making public transport a preferred transport choice for the people of Greater Sydney.

During the last few years we have achieved a lot: integrating with operators such as Sydney Metro, Light Rail and buses, delivering more trains and train crew, increasing the frequency of weekday and weekend services, and stabilising our performance to deliver more seamless journeys for our customers. We continued to deliver a clean, safe, reliable and efficient rail passenger and network services in a financially responsible manner.

Sydney Trains is committed to:

- playing a role in connecting our customers' whole lives
- making successful places for communities
- transport systems and solutions that enable economic activity
- ensuring our people thrive doing meaningful work.

Who we are

Our vision

Sydney Trains' 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.

Our operating model

Customer at the Centre is at the heart of Sydney Trains' operating mode.

This customer–centric model shifts our thinking from moving trains to moving customers. It focuses us on putting the customer at the centre of everything we do so we can meet their needs and wants, while ensuring economic and environmental sustainability. It helps us focus on getting our customers where they need to go and providing a safe, positive, end–to–end journey experience now and into the future.

What we do

Sydney Trains is the suburban passenger rail network servicing Greater Sydney. We operate heavy rail services across the area bounded by Berowra, Emu Plains, Macarthur, Richmond, Leppington, Cronulla, Bondi and Waterfall. Our maintenance responsibility extends beyond this to include the area bounded by Bomaderry, Lithgow and the Newcastle Interchange. This includes train crewing and managing and maintaining all tracks, signals, overhead wiring, stations and facilities and the majority of trains.. The heavy rail network is the backbone of the city's public transport system.

Sydney Trains is responsible for maintaining over $39 billion in assets. We partner with and maintain a large portion of the infrastructure and fleet used by NSW TrainLink – the intercity and regional train fleets. The infrastructure is also used by third parties, such as freight and heritage operators, who apply for access to use the train paths on our network.

We also work alongside Sydney Metro to help deliver fast, turn–up–and–go train services and an integrated Greater Sydney rail network.

The world–class Rail Operations Centre (ROC) serves as the mission–critical 'nerve centre' where we work to provide network control services for our own fleet, third party and freight operators; keeping our passengers and customers moving.

Over 11,000 employees strive to deliver safe, customer–focused, reliable and clean rail services, effective freight paths, and provide taxpayers value for money by operating efficiently.

Our mission

Our mission is to keep Sydney moving by delivering safe, customer–focused, reliable, clean and efficient rail services.


Chatswood Station: Sydney Trains and Sydney Metro interchange

Sydney rail network

The T6 Carlingford Line was decommissioned in January 2020.

Sydney Trains asset management boundaries
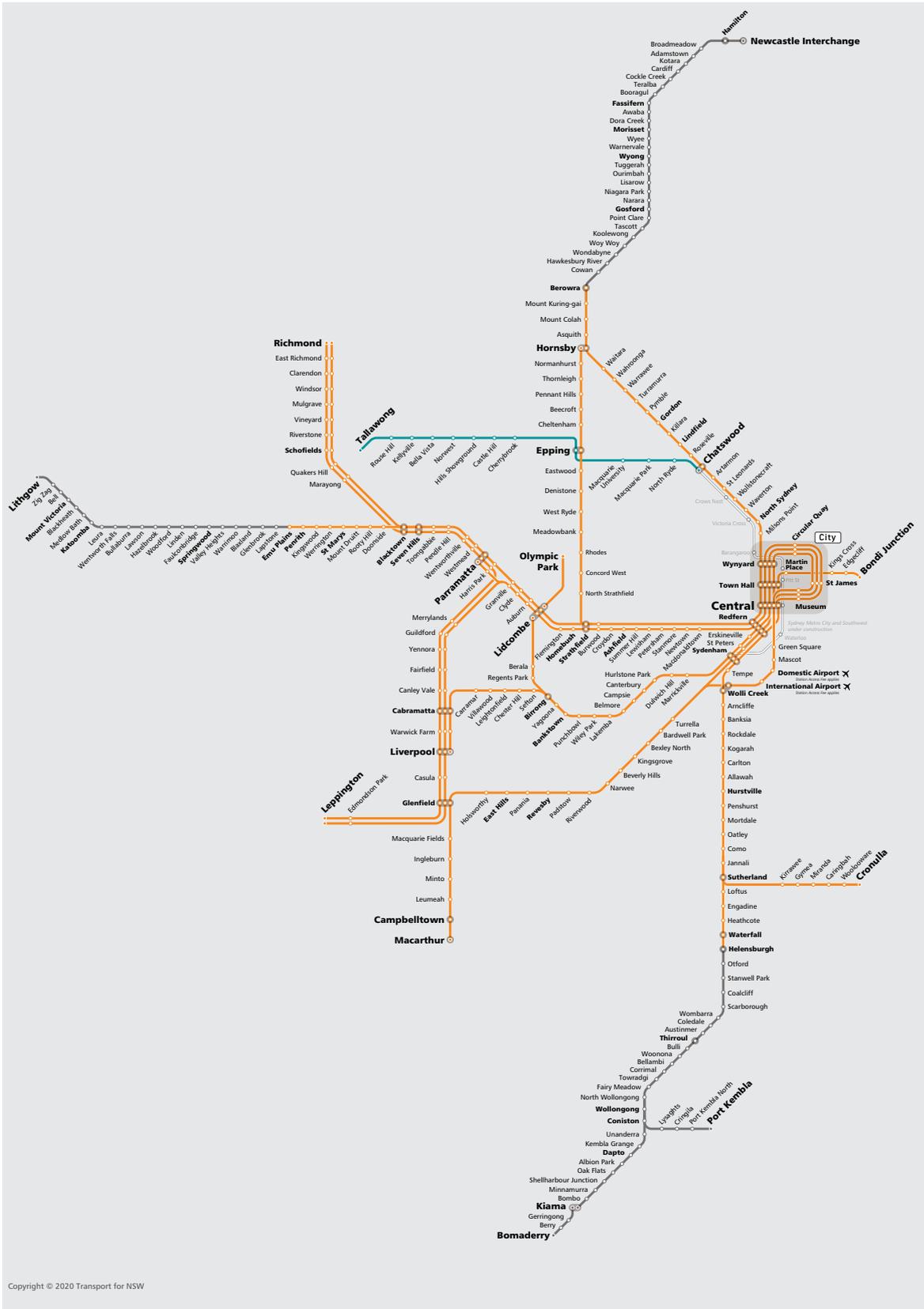
Our values – SPACE

Our people are committed to upholding our core SPACE values – Safety, Pride, Accountability, Collaboration and Excellence.

Safety – We are committed to every employee going home safely at the end of each day or shift, and every customer arriving safely at their destination. We believe safety is our greatest priority and all injuries are preventable. We focus on safety being everyone's responsibility and continue to encourage everyone to take responsibility for the safety of their self, their teams and our customers. We have continued to create and foster an environment where safety remains a fundamental work practice as we work together to develop and implement solutions to safety issues and look for ways to improve.

Pride – We have pride in our roles, work and presentation. We recognise the value of all individuals as well as our own role within the organisation and within the communities in which we operate. Lending a hand, supporting our mates, getting behind people, volunteering, sharing stories and successes, caring for our customers, wearing our uniform 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. Reporting our issues, taking action, being on time, considering the bigger picture, and empowering our people all demonstrate accountability and responsibility for our actions.

Collaboration – We promote open communication, accommodating different perspectives and exchanging ideas. Moving into new teams, sharing ideas, participating in training and innovation, developing solutions together, removing workplace silos and working in partnership, 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 businesses and customers. We commit to a workforce that is agile and fit-for-the-future. We go above and beyond every day. We promote and celebrate the outstanding achievements and value of individuals and teams from all parts of the organisation. Third parties and the wider industry also recognise this and we have won a number of awards demonstrating our commitment, effort and the excellence we deliver.

Our strategic priorities

Connecting to the future – Our 10 Year Blueprint outlines TfNSW's strategic direction for Transport. It sets out where we need to focus our efforts in the near term to move us toward our long–term vision outlined in *Future Transport 2056*. Four primary outcomes describe the highest order of value we aim to create for customers, communities, the people of NSW and the people of Transport.

Connecting to the future **– primary outcomes:**

- connecting our customers' whole lives
- successful places
- transport systems and solutions that enable economic activity
- thriving people doing meaningful work.

Sydney Trains 2019–20 Corporate Plan

Our 2019–20 Corporate Plan outlined the strategic themes, outcomes, priorities and programs we planned to deliver. Our program of works focused on:

- improving customer experience
- more trains, more services
- investing for the future
- workplace transformation
- working together
- sustainable asset management
- enhancing our people's experiences.

The Sydney Trains Annual Report 2019–20 provides an overview of our achievements and highlights how we delivered our program of works to contribute to TfNSW's primary outcomes and help make NSW a better place to live, work and visit.

Sydney Trains Annual Report aims to keep our customers, community, partners, government and industry informed about our performance and to meet the statutory requirements set out in the *Annual Report (Statutory Bodies) Act 1984* (NSW) and the Annual Reports (Statutory Bodies) Regulation 2015 and the *Public Finance and Audit Act 1983* (NSW).

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

Key facts and figures

More than

295* million

annual patronage
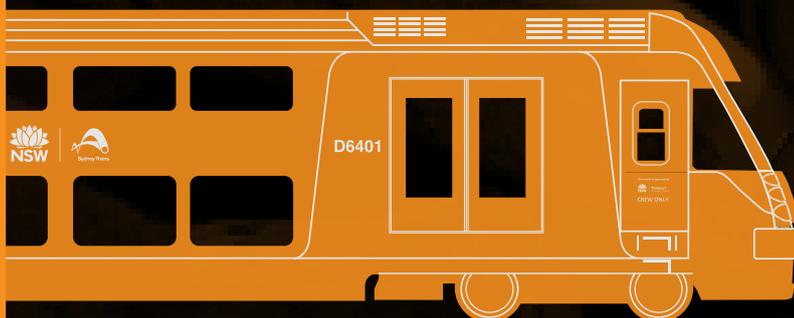
1000+

number of passengers one
eight-car train can carry

1.3 million#

passenger journeys
per weekday
(pre-COVID)

46,000

timetabled Stops
Per Weekday

3200

timetabled
services
per weekday

D6401

NSW

65%#

customers travel
to and from work

37%#

customers travel
at least 4 days
per week

75%

passengers
with adult ticket

**11K
workforce**

(budgeted postions)

$2.4b

total cost of operations

$39b

assets under
management

Assets maintained

364

169 Sydney Trains (including 4 on Airport Line)

195 NSW TrainLink

3962

signals

1548km

electrified mainline track

1478.5

track turnouts

118

escalators

2197 fleet

electric & diesel cars (including 574 NSW TrainLink)

968
bridges

80
level crossings

7011
track circuits

67
tunnels

12K+ CCTV
cameras maintained

42
lifts

1608km
track maintained

166
electrical substations and section huts

1800km
optical fibre

830
help points

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Financial performance

Revenue and expenses

Our key performance areas are:

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

For the year 2019–20, Sydney Trains received $1,819.3 million (2018–19: $2,000.7 million) in income, while total expenses of $3,775.1 million (2018–19: $3,778.5 million) were incurred in operations, depreciation and financing costs. The resulting deficit from operations, before government and other contributions was $1,955.8 million (2018–19: $1,777.8 million)

Government and other contributions and other comprehensive income

Government contributions towards day–to–day operations of Sydney Trains were $1,636.7 million (2018–19: $1,461.5 million) for the year. The government contribution towards Sydney Trains capital investment program for 2019–20 was $13.3 million compared to $24.1 million in 2018–19. Sydney Trains also received a contribution from RailCorp of $47.1 million (2018–19: $61.1 million). Sydney Trains recorded a deficit from operations of $258.8 million (2018–19: $231.1 million). The resulting deficit for the year after impairment losses and other gains/losses was $262.3 million (2018–19: $231.2 million).

Other comprehensive income for the year was a deficit of $10.3 million (2018–19: $521.5 million). The total comprehensive income for the year was therefore a deficit of $272.6 million (2018–19: $752.7 million).

Transport entity cost recoveries

During 2019–20 Sydney Trains recovered $1,032.2 million (2018–19: $1,015.9 million) in services revenue from related transport entities, $668.4 million for operational and maintenance services to related transport entities (2018–19: $644.7 million), $359.9 million for capital delivery activities as construction revenue (2018–19: $367.6 million) and $3.9 million for assigned staff to other entities (2018–19: $3.6 million).

Total expenses (net of recoveries) were $2,742.9 million (2018–19: $2,762.6 million).

The recovery of costs from passengers was 25% in 2019-20 (2018-19: 31%).

Performance against budget

Sydney Trains net operating income performance was $149.2 million favourable to budget which included an additional grant of $121 million from TfNSW.

Maintenance expenditure

Maintenance expenditure by Sydney Trains totalled $1,508.6 million (2018–19: $1,455.8 million), which included $301.2 million (2018–19: $250.4 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 $25.3 million.

Sydney Trains was also engaged in the delivery of capital works for RailCorp assets throughout the year. In total, Sydney Trains delivered $373.5 million (2018–19: $391.9 million) of capital works, including $301.2 million (2018– 19:$250.4 million) of capitalised maintenance.

2019-20 Total income

🟧 Passenger services revenue	$ 722.4m	40%
🟨 Construction revenue	$ 359.9m	20%
🟧 Inter-entity cost recovery	$ 672.3m	37%
⬜ Miscellaneous	$ 64.7m	3%
Total income	**$ 1819.3m**	
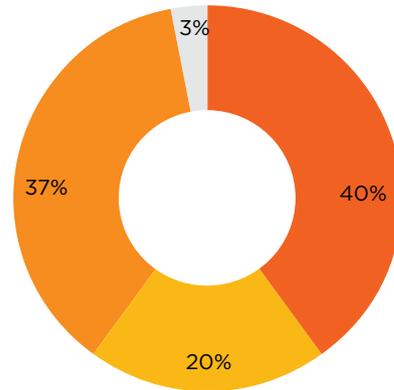
2019-20 Total expenses

🟧 Employee-related expenses	$ 1406.5m	37%
🟨 Personnel services expenses	$ 143.1m	4%
🟧 Finance costs	$ 181.0m	5%
⬜ Depreciation and amortisation	$ 147.1m	4%
🟧 Construction costs	$ 359.9m	9%
🟧 Other contractors	$ 534.7m	14%
⬛ External maintenance costs	$ 294.8m	8%
🟧 Other operating expenses	$ 708.0m	19%
Total expenses	**$ 3775.1m**	
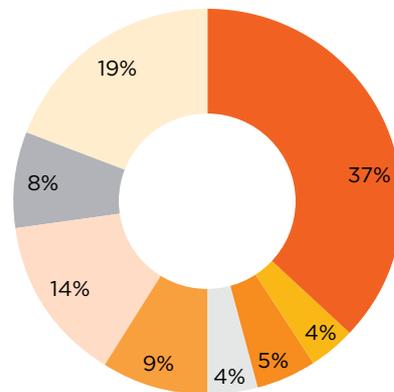
2019-20 Total maintenance

🟧 Capital maintenance	$ 301.2m	20%
🟨 Routine maintenance	$ 468.2m	31%
🟧 Major periodic maintenance	$ 739.2m	49%
Total maintenance	**$ 1508.6m**	
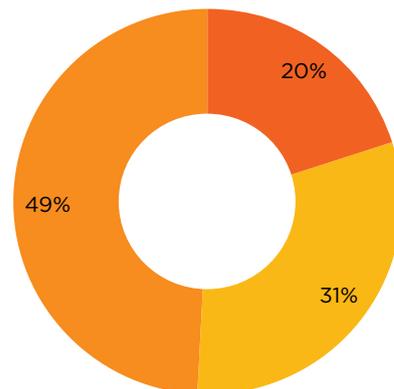
Sydney Trains financials at a glance

	2013–14 $ million	2014–15 $ million	2015–16 $ million	2016–17 $ million	2017–18 $ million	2018–19 $ million	2019–20 $ million
Passenger services revenue	745.3	712.4	721.6	779.6	852.7	904.5	722.4
Other income	1092.5	1124.1	1204.8	1248.3	1269.7	1096.2	1096.9
Income from operating activities	1837.8	1836.5	1926.4	2027.9	2122.4	2000.7	1819.3
Total expenses	3224.0	3371.6	3362.9	3531.9	3713.8	3778.5	3775.1
Deficit from operations before government and other contributions	–1386.2	–1535.1	–1436.5	–1504.0	–1591.5	-1777.8	–1955.8
Government and other contributions	1214.9	1320.5	1213.0	1339.6	1374.6	1546.7	1697.0
Deficit for the year	**–171.3**	**–214.7**	**–223.5**	**–164.4**	**–216.9**	**–231.2**	**–262.3**

Cost and revenue per journey/revenue car kilometre

	2013–14 $	2014–15 $	2015–16 $	2016–17 $	2017–18 $	2018–19 $	2019–20 $
Net operating costs per revenue car kilometre*[1]	8.97	9.00	8.82	9.43	9.40	9.75	9.72
Net operating costs per passenger journey*[2]	6.13	6.00	5.38	5.50	5.75	5.93	7.63
Passenger revenue per passenger journey	2.65	2.44	2.24	2.29	2.37	2.39	2.45

Net operating costs are in nominal dollars.

1 The real cost per revenue car kilometre is $9.98 for 2013–14, $9.81 for 2014–15, $9.48 for 2015–16, $9.94 for 2016–17, $9.70 for 2017–18, $9.90 2018–19. Revenue car kilometre is based on scheduled revenue car kilometre.

2 The real cost per passenger journey is $6.82 for 2013–14, $6.54 for 2014–15, $5.78 for 2015–16, $5.79 for 2016–17, $5.94 for 2017–18 and $6.05 for 2018–19.

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.

Under wraps: heritage-listed Cockle Creek Bridge during major periodic maintenance works

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Achievements

Connecting our customers' whole lives

Transport plays a vital role in the lives of our customers. It connects them to their homes, jobs, schools, recreation facilities, social activities, services, families and communities.

Our customers want simple–to–use, accessible and personalised journeys across all transport modes. They expect increased levels of safety, cleanliness, reliability, accessibility and sustainability.

Sydney Trains continues to engage with our customers and stakeholders to understand their changing transport needs and ensure we are future ready. Our customer satisfaction survey results, use of Opal card data and feedback via social media, has helped us better understand travel behaviours, improve responsiveness and deliver the services our customers expect.

Getting our customers to where they needed to go and providing a safe, positive, experience; even in times of unprecedented difficulty, remained a key focus in 2019–20.

We quickly adapted our services to meet the needs of our customers, their communities and freight operators during severe bushfires, storms, flash flooding and the COVID–19 pandemic.

We continued to modernise the network and integrate with the new metro and other modes of transport to improve our customers' end–to–end journeys and provide more joined up transport experiences. We delivered more trains, more services and better connections to meet the needs of our growing population.

More retail, better customer information and station enhancements continued to improve our customers' experiences.

We continued to develop relationships and partnerships to build good will, improve our reputation, provide effective community engagement and create positive experiences for our customers.

Improving our customers' experience

The customer is at the centre of everything we do. Understanding what our customers need, expect and value shapes our thinking.

Our key customer satisfaction performance areas are:

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

We have worked to improve customer experiences as we made trains more reliable and comfortable; increased station and train cleaning; upgraded customer information channels and station environments; and delivered targeted safety and information programs. Providing consistent, predictable, good quality customer service every day is important to us.

Our overall customer satisfaction has remained high, reaching 90 per cent[1] despite a summer of natural disasters and the response to the COVID–19 pandemic.

Prior to March, complaints were trending downwards by nearly 23 per cent, and by the end of 2019–20 there was a 31 per cent decrease in total customer complaints. The significant drop in patronage during the last quarter of the financial year has reduced the total amount of feedback and overall number of complaints.

Complaints about timeliness fell by nearly 30 per cent, customer service complaints fell by just over 10 per cent and information complaints dropped by nearly 28 per cent.

We received consistently high customer satisfaction levels with the cleanliness of our trains (88 per cent) and our stations (87 per cent)[2]. Customers also provided additional feedback and compliments on the cleanliness of our trains and stations, physical distancing responses during COVID–19 and our actions during extreme heat wave conditions.

The only area to see an increase in complaints was environment, which rose by nearly 7 per cent. Noise complaints were the main contributor to this increase and correlated with the period of lockdown for the COVID–19 pandemic.

1 TfNSW Customer Satisfaction Index, November 2019. Due the response to COVID–19 the May 2020 Customer Satisfaction Survey was not conducted. This has impacted our ability to provide best practise data reporting from a full sample and there may be a higher margin of error in the half-year survey results for this year's Annual Report.

2 TfNSW Customer Satisfaction Index, November 2019.

Keeping our customers on time

On time performance – peak service punctuality and customer on time arrival

KPIs	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Average
Customers on time target – 93.5%	93.6	92.7	91.9	92.6	92.9	95.2	94.8	86.0	93.4	97.8	98.0	98.5	93.9
Peak (service) punctuality target – 92%	92.6	90.6	90.6	91.2	90.9	93.8	93.9	83.0	92.4	96.8	96.9	97.8	92.5

Sydney Trains operates hundreds of services every day to help our customers get where they need to go. Service reliability, trains on time, remains our customers' number one priority.

Ninety–one per cent of our customers were satisfied with the timeliness of our trains and the number of complaints we received on train punctuality dropped by nearly 30 per cent this year.[3]

We measure our customers' travel experiences during peak period services with our customers on-time and peak service punctuality.

Peak period services are those arriving in the Sydney CBD between 6.00am and 10.00am and those departing the Sydney CBD between 3.00pm and 7.00pm from Monday to Friday.

Customer on-time arrival is the proportion of customers who arrive at their destination within five minutes of their planned arrival time. We aim to have 93.5 per cent of our customers arrive at their final destination on time.

Unexpected incidents occur for a number of reasons such as fleet, track and signalling issues, fatalities and threats of self–harm, vandalism, extreme weather conditions, operational issues and sick passengers. When an unexpected incident occurred, we worked hard to restore services as quickly as possible and 93.9 per cent[4] of our customers arrived at their final destination within five minutes of their planned arrival time.

Peak service punctuality measures the on–time arrival and departure of trains during peak periods. On–time means within five minutes of the scheduled time.

Our full–year punctuality, 92.5 per cent[5] of services arriving within five minutes of the scheduled time, was slightly higher than our 92 per cent target and significantly higher from April through to June when passenger numbers were down due to COVID-19.

Dwell teams

At our busiest stations we have continued to work to reduce the time between trains stopping and leaving the platforms so as to improve train punctuality. We increased our announcements and upskilled staff to better manage crowds and improve customer movement. Customer service teams at Central, Town Hall, Wynyard, Redfern, Chatswood, Wolli Creek, Mascot, Domestic and International Airports, and Green Square Stations help get people on and off trains safely and quickly. This helps to keep services running on time, maintains timetable reliability, and will enable us to operate more trains and more frequent services, giving our customers more options and flexibility.

More resilient operations: managing disruptions

During 2019–20 we delivered several initiatives to help make operations more resilient to unexpected incidents, improve service recovery and keep our customers moving.

Co-locating the final signaller teams at the ROC gave us additional capacity to improve network operations and incident response. For the first time in our railway's history, all operational functions worked together 24 hours a day, seven days a week from one location.

3, 4 & 5 TfNSW Customer Satisfaction Index, November 2019.

During COVID we moved some work groups out of the ROC to enable greater physical distancing between employees and to minimise the possible transmission of infection should an employee become ill to ensure our teams were able to deliver an essential service to the community at all times. A new operating model and protocols for the ROC control room floor were implemented to better equip those with daily responsibility for keeping our customers moving, to act decisively to manage and resource operations. We reviewed and improved our emergency working procedures, developed standardised user guides, incident response plans and communications, and provided frontline training to ensure a consistent approach and empowered decision making during emergency procedures and incident management. An overflow call centre and interactive voice response phone system were also introduced to reduce call loads and improve the level of support to crew so we could adapt quickly to changing needs, support faster network recovery and reduce customer delay. Base service disruption plans provided alternate journey arrangements as well as accurate, consistent information when there was a partial or total line blockage on the network, and kept our customers informed and moving.

To reduce the impact of both operational and infrastructure incidents, we are investigating the benefits of creating dedicated, multidiscipline frontline incident response teams. These teams will be located at critical areas of the network to help reduce the time taken to respond to incidents and restore services, reducing overall lost customer minutes. Teams will have the capability to arrive more quickly at critical locations, conduct unscheduled corrective maintenance and provide information to the ROC more effectively.

Seventeen new storage containers were installed around the network to give maintenance crews better access to emergency spare parts so as to carry out repairs more quickly to improve network reliability and reduce customer delays. We are also trialling an organisation–wide approach to assist sick customers to help reduce train delay and improve the reliability of the network.

Improved fleet reliability

To minimise delays we completed fleet maintenance improvements, targeted common causes of fleet failures and stationed more rail technicians around the network to provide out–of–depot maintenance to help keep more trains in service.

Common causes of failures for the Oscar and Millennium fleets were reduced. Global positioning satellite antenna software was updated, toilet door failures reduced, suspension air–bag false alarm failures reduced, and vigilance units and master controls upgraded to reduce braking system failures. Over 50 per cent of the Millennium fleet was also refreshed with painting, seat refurbishment and graffiti removal to provide additional customer comfort and improve the customer experience.

Infrastructure upgrades: network performance improvement

Track circuits, points and signal equipment were upgraded to improve network reliability, reduce temporary maintenance–related train speed restrictions, prevent potential customer delays and meet the continued demand for more trains and services.

Work continued on modernising the network to prepare for the new intercity trains. Stage one of the Mount Victoria and Lithgow area remodelling works were completed. This included track and overhead wiring realignment and modifications, extending the platform at Mount Victoria Station and rebuilding the sidings at Lithgow to accommodate the new trains.

Significant progress was made on the Gosford area remodelling where the track layout will be simplified and the signalling renewed to streamline operations and allow for faster train speeds through this area.

Restoration work to replace bushfire–damaged signals, electrical and communications infrastructure over a 25–kilometre section between Mount Victoria and Lithgow allowed the line to reopen to diesel freight and passenger services in just over four months, without delaying the delivery of our annual works program.

Track strengthening works on the South Coast Line were progressed to allow heavier freight trains on this line to better meet the needs of local industry, reduce the number of trucks on our highways, and improve safety for the local community.

We investigated options which would deliver new, upgraded or higher production track machines to boost maintenance efficiency and minimise impacts on service availability.

Accelerated maintenance

While patronage across the Sydney Trains network decreased significantly due to the COVID–19 pandemic, our maintenance teams seized the opportunity to accelerate preventative maintenance on our infrastructure and fleet assets. Rail patronage levels decreased by 80 per cent to 1920s levels, creating a unique opportunity to complete more maintenance with minimal disruption to customers.

Maintenance crews were given an additional 400 hours of track and fleet access which allowed us to get ahead of maintenance requirements and resulted in our fleets being in their best condition in years. Additional asset inspections and routine and major periodic maintenance were completed to reduce the risk of fleet and infrastructure faults causing train delays and impacting the timetable.

We carried out additional fleet deep cleans, defect rectification, resealing windows, upgrading air–conditioning, improving Tangara doors and re–conditioning wheels on the new Waratahs.

Infrastructure works focused on preventing future speed restrictions by rectifying defects, increasing asset inspections including overhead wiring, undertaking heavy maintenance of turnouts at critical junctions, rail grinding and tamping, and accelerating a number of upgrades to bridges and structures in the Inner West and at Hornsby.

Improving customer information and communication

Sydney Trains has improved the accuracy, timeliness and accessibility of information available at our stations to improve our customers' journey experience.

More than 1700 frontline team members have been equipped with smart phones and can access information about service disruptions, passenger loading, station accessibility, significant attractions near the station, and real–time service running information.

The MyStation mobile phone application was launched and provides boarding assistance information to customer services staff. Our frontline people are more responsive to customer needs, more available on platforms and better equipped to provide a seamless service for customers who require assistance getting on and off trains.

Boarding assistance information can also be accessed directly by customers from the NextThere mobile phone application.

Digital upgrades to general public announcement (PA) systems continued to be installed to provide better quality audio, making it easier for customers to hear announcements. These upgrades also reduce the noise spill outside the station environment, benefiting nearby residents and businesses. Clearer, more consistent messages are now delivered to 159 Sydney Trains and 94 NSW Intercity Train stations.

Automated service–related announcements, next–train and train–on–platform announcements, were extended to 24 hours a day, seven days a week to provide consistent and timely information throughout the day and during unstaffed periods at 165[6] suburban stations. Additional stations will also be upgraded with digital PA and automated announcements.

Across the Sydney Trains network, all 169[7] stations have had electronic visual passenger service indicator screens installed. We introduced third–train arriving details on our service indicator screens, providing more information to customers on platforms where multiple train lines share the same platform. Real–time seat availability information for all Waratah trains is displayed on service indicator screens and most real–time transport apps. This was adapted to reflect physical distancing requirements during COVID–19. Customers were able to make informed choices on what carriage or train to board to optimise physical distancing. As one of only a few rail operators worldwide offering this feature based on real–time data, Sydney Trains is a leader in this space and our customer feedback on this has been very positive.

Two new interactive, wayfinding touch screens were installed at Central and Circular Quay stations, to improve accessibility and enhance customer and visitor experiences. The screens have an audio assistance program that switches to voice instructions, a braille tactile sign, adjustable keyboard, and meet web content accessibility guidelines. Customers can access information on attractions around the station, trip planning, ticketing, customer' services, location of other transport services as well as maps and directions.

6 & 7 These stations include the Airport Link stations.

Blue Mountains: bush fire damage

Supporting our customers

Bushfire and natural disaster response

As NSW was devastated by bushfires, drought and flash flooding in the past year, our people played a critical role keeping our customers and communities safe and moving. We worked across government, agencies and private organisations to support the people of NSW.

Our employees went above and beyond to maintain operations, replace fire–damaged track, ensure safety, volunteer and provide support during a fire season of extreme severity. Our contributions made a real difference to many communities.

Sydney Trains played an integral part in protecting the network and helping to save homes. We collaborated with the NSW Rural Fire Service (RFS) to strengthen containment lines by providing access to the rail corridor to carry out back burning to stop rail lines being affected by fire and prevent flames jumping the corridor. As part of the State's Emergency Operational Centre team we ensured information was efficiently cascaded to all operational and maintenance teams, which allowed us to mitigate risks and keep the network running safely.

Our works program was revised to reduce fire risk and in compliance with the RFS. Hot works such as grinding and welding, which generate sparks, were deferred. At the ROC, special teams held hourly reviews of the situation and operating conditions so as to respond accordingly and ensure everyone was prepared to continue running services.

To minimise service disruptions caused by the fires, trains were serviced in the field when they were unable to return to the depot.

Customers were kept up-to-date about damage, service adjustments and future plans, both online and on the station platform, to help them plan and complete their journeys. We helped prevent heat stress and ensured hydration for both employees and customers by offering cold, bottled water on hot stations on days of extreme heat.

Crews worked more than 150,000 hours to rebuild fire–damaged electrical signalling and communication infrastructure. The most severe damage to the network was on the Blue Mountains Line, which was hard–hit by the Gospers Mountain Fire when it tore through approximately 25 kilometres between Mount Victoria and Lithgow. Seventy-five

power poles, a signal hut, a substation and thousands of components of safe–working systems were destroyed in the fire. The high–voltage power supply had to be rebuilt and more than 540 dead or severely burned trees were removed. More than 300 employees worked to replace more than 50 kilometres of fibre optic cables, and 37 kilometres of high voltage power lines damaged by the fires in the Blue Mountains. A limited number of freight and passenger services were able to operate from late January and electric intercity trains recommenced service in late May.

In the weeks following the bushfires, severe storms caused landslips at Leura and Pymble. Sydney Trains crews worked to rebuild the rail corridor and reopen the lines as quickly as possible.

While working to bring full capacity back to the State's Main West Line, our customers stayed connected through bus services. Planners created new timetables on almost a daily basis as we coordinated alternative transport, and our services continued to run as smoothly and efficiently as possible for our customers between Mount Victoria, Lithgow and Bathurst. We worked with freight and private operators and ensured freight, Sydney Trains and NSW TrainLink services, including the Indian Pacific and the Elvis Express to Parkes, were able to continue by providing alternative routes avoiding the damaged line.

The infrastructure required for operations was restored by 8 May. Full services resumed on 23 May, ready to support essential travel for people returning to work and school.

Sydney Trains Rail Emergency Response unit assess damage: Blue Mountains Line

COVID–19 response

Sydney Trains implemented a COVIDSafe Transport Plan to provide an effective and agile response to the unprecedented challenge posed by the COVID–19 pandemic.

A dedicated Sydney Trains taskforce coordinated our planning, preparation and day–of–operations response to the evolving COVID–19 situation. Targeted approaches were taken to mitigate crowding, allow for physical distancing as well as train disinfection.

During the lockdown period Sydney Trains continued to run a full timetable to ensure essential workers could get to work. As a further step, when restrictions lifted in late May, we temporarily increased services to provide customers with even more options to physically distance.

With the implementation of the COVIDSafe Transport Plan, we rolled out an initial 65,000 green dot stickers a week and replaced up to 1000 every night on trains and platforms to show customers where they could safely sit and stand to maintain physical distancing. This allowed for 24 per cent of the pre–COVID capacity on our trains. As restrictions were eased across the community, the capacity was increased to 48 per cent to enable more of our customers to return to the network.

A dedicated Customer Management team was established and based at the ROC to monitor patronage and help mitigate crowding. The team worked alongside the new Marshalling Response and Support teams that operated at key interchanges, stations and transport hubs to assist with crowd management, provide extra guidance to customers on physical distancing and help to move through stations and interchanges safely.

Increased cleaning and sanitisation played a key role in making sure our services and workplaces continued to be safe for our customers and our employees. Our standard fleet cleaning procedures were amended to incorporate additional sanitisation. We contracted an extra 100 cleaners to provide additional sanitisation of all trains at night, on train turnaround and in transit. We increased the frequency of disinfecting high–touch, hard surfaces on trains, platforms and stations, including cleaners getting on at one station and wiping the train down before getting off at another station. Nearly 256,000 additional cleaning hours were carried out and every one of the 2216 carriages that make up our fleet was being sanitised at least four times every 24 hours to give our customers peace of mind in knowing our trains and stations remained as clean as possible. Hand sanitiser was also provided for our customers at all staffed stations.

Increased cleaning: giving our customers peace of mind

Physical distancing: keeping our customers and people safe during COVID-19

Customer safety

The safety and wellbeing of our customers and the general public remains at the core of everything we do at Sydney Trains.

A number of events and campaigns to help raise awareness of safe practices around trains were conducted. Rail Safety Week, 12–18 August 2019, was a popular, fun and informative community event. Lycra–clad morph characters were on hand at stations to reinforce rail safety as everyone's responsibility. They reminded our customers not to rush and avoid slipping; *Don't slip up when it comes to safety*. With Thomas the Tank Engine again a star attraction and heritage rail rides we continued to deliver important rail safety messages to young children and families. Messages encouraging everyone to keep their heads up and their phones down and to stay alert around public transport were also delivered.

We also reached the community through school visits, community events, university orientation weeks and Youth Justice Conferences. We developed an online preschool educator training program to develop targeted safety programs and conducted station visits for children with a disability to help increase their rail safety awareness. These activities provided opportunities to open conversations and answer customer questions on safety.

Stations were upgraded to improve customer flow, ease congestion and manage crowding along the platforms. Floor and stair decal safety messages, including keeping left, keeping walkways clear and walking not running on stairs as well as wet weather plans were trialled to reduce customer accidents at our stations.

Marshalling teams and physical distancing floor and seat markings were introduced to help monitor distancing and crowd management at our busiest stations. Hand sanitiser was rolled out to all stations and cleaning of hard surfaces increased to help keep our customers safe. We adjusted and increased our services outside peak periods to support COVID–19 safe travel and provide more options for our customers who had to continue to commute.

Pause, Call and Be Heard, a campaign to promote self–care and help–seeking, was trialled in partnership with Lifeline support services. In conjunction with this we provided suicide awareness training for staff at participating stations.

Customer injury

The prime measure of our customer safety performance is the customer injury frequency rate (CIFR) which measures the number of customer injuries per million passenger journeys. We aim to reduce the number of customer injuries every year.

The customer injury definition was reviewed to reflect best practice benchmarking techniques used by our partners and other regulatory bodies. The new definition provides a broader scope for the capture of injury data and has been retrospectively applied since July 2017 in order to compare results.

While COVID–19 had a significant impact on patronage, we have achieved a CIFR of 6.07 this year. This response is higher than our target of 5.32, and is a reflection of increased visibility of customer injury since our new Rail Emergency Management system was introduced to improve our incident information capture process using improved technology. We also measure high risk operational safety incidents that may impact our customers. Operational Safety has continued to improve each year through improvements to track conditions, signalling systems and the introduction of further safety technology to both fleet and infrastructure.

Customer injury frequency rate

Reference year	Reference year	Target: 5.32
5.62	**5.51**	**6.07**
2017–18	2018–19	2019–20

Chart y-axis: 0 to 8
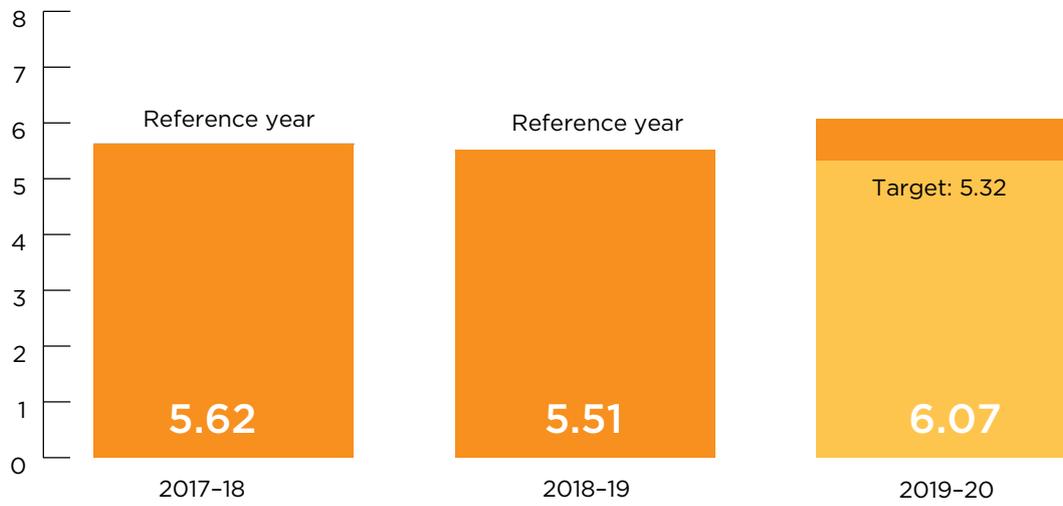
Helping move our customers safely and keep our trains on time: dwell teams

More Trains, More Services

An integrated transport system, better and simpler infrastructure, expanded network digital systems and more new trains, drivers and guards will transform our network to meet the demands for a multi–modal, transport system for the future.

Sydney Metro integration

Sydney Trains continued to work toward integrating with a new world–class metro network. The first stage, Sydney Metro Northwest was opened in May 2019 and the Sydney Metro City and Southwest is expected to be complete in 2024.

We continued to upgrade rail infrastructure and simplify the network to improve our capacity to increase train frequency during peak times and to integrate with the metro. When the metro extends into the central business district (CBD) and beyond, the capacity for services entering Central Station will increase from about 120 services an hour to up to 200. This represents an increase of up to 60 per cent capacity across the network and will help to meet customer demand that is still expected regardless of the response to COVID–19 and the impact of people working from home.

Sydney Metro Stage 2 – City and Southwest

Stage two of the integration of Sydney Metro extends from Chatswood towards Bankstown, under the harbour and via Sydney's CBD. Thirty kilometres of new, stand–alone metro tracks are being built. Martin Place, Central, Sydenham and Bankstown Stations are being upgraded as key interchanges for the two networks and 11 stations from Sydenham to Bankstown will be converted to metro operation.

Sydenham Station and junction

Sydenham Station is being transformed into a major interchange which connects Sydney Trains services with the new metro service and other modes of transport. Platforms 1 and 2 are no longer used by Sydney Trains and are being upgraded to meet the requirements of the metro with level access between trains and platforms, and platform screen doors. A new footbridge connects the north and south terraces and will support the interchange between the metro and Sydney Trains services. The upgrade also includes new entrances and concourse, platform canopies, lifts, taxi and kiss and ride bays, bike parking, accessible bus stops and two new pedestrian plazas. These new facilities will play an important role in improving local amenity and connecting our customers' whole lives.

Artists impression of the Central Walk: connecting our customers to all modes of transport

Central Station

Around 250,000 customers pass through Central Station each day. The number of customers using the station is expected to double in the next 20 years.

As part of the biggest upgrade in decades to our busiest railway station, Central Station is being revitalised to increase the capacity of our network and deliver a fully integrated transport hub. Two new underground metro platforms and an underground pedestrian concourse, Central Walk, are being built. The Grand Concourse is also being upgraded to make it easier for customers to connect between the new metro, light rail, suburban and intercity trains, buses and coaches.

Major construction work is well underway. Six additional, temporary Opal card ticket gates and new suburban tunnel stairs on Platforms 20–21 and 22–23 were opened to improve customer movement. The Grand Concourse has been paved and extended at Platforms 9, 10 and 11 at the country end of Central Station. The existing northern concourse roof has been removed and construction on the new canopy has progressed. The first four of 44 new lifts and escalators have been installed to provide improved access to existing suburban platforms as well as access to the new metro when it opens.

Construction on the new eastern entrance at Chalmers Street of the Central Walk pedestrian concourse has progressed connecting customers from the CBD, light rail and Surry Hills. Temporary platform control and guards' standby rooms were completed on Platforms 16–23 to relocate staff during the work on the lifts to connect with the new pedestrian walkway. Central Walk is due to open in 2022 and will link the new Sydney Metro stations with existing Sydney Trains and NSW TrainLink services.

Work has continued on constructing the two new metro platforms under Platforms 13, 14 and 15. Work included reinforcements on platforms as well as excavation of the metro box to build the new metro stations.

Martin Place

Martin Place Station is being upgraded with a new underground pedestrian interchange to link the existing station and the new Sydney Metro station. Two new station entrances will be built: a northern pedestrian plaza to Castlereagh, Hunter and Elizabeth Streets (Martin Place North) and a southern pedestrian plaza opening to Martin Place and Castlereagh Street (Martin Place South). An integrated transport precinct development will be built at the same time as the metro platforms, providing for a blend of commercial, retail and recreational activity and transport access in the one precinct.

Digital control systems

Sydney Trains continued to modernise the network, replacing legacy signalling and train control technologies with state–of–the–art, internationally proven, automatic digital train control systems. These control systems improve our network by using world-class technology to enable high capacity, turn–up–and–go services to meet future transport demands and improve reliability, reduce journey times and improve safety. A new traffic management system is being introduced to provide a modern, integrated system to better manage our network and will be transitioned over the next few years to replace the in–house Advanced Train Running Information Control System.

Automatic train protection (ATP) trackside infrastructure continued to be installed across the electrified network as well as within the driver cabs of our Millennium and Waratah trains and the NSW TrainLink Oscar trains. ATP will be fitted to Tangara trains and comes already fitted on new trains as we receive them. This is a first for passenger trains in Australia and is a key enabler for updating our network to world-class standards. The use of ATP technology ensures our trains operate within the permitted line speed limits and monitors the target speed braking of the train at high risk locations. Our drivers have started completing their ATP qualifications as part of their competency. Normal ATP operation has begun for NSW TrainLink. ATP also plays a vital role in improving the safety of our customers and train crews.

More new trains

The first two of 17 new, air–conditioned, high–tech, Waratah Series 2 trains have been delivered and are currently being tested. These new trains will be ready for passengers from the second half of 2020 and will operate on the T2 Inner West & Leppington Line, T3 Bankstown Line and T8 Airport & South Line.

The other trains will be delivered during 2020–21 and will bring the total for our new Waratah fleet to 41. These new trains will deliver greater comfort for customers and spend less time in maintenance and more time on the tracks, with improved technical capability for preventative maintenance.

Additional services and timetable adjustments

A number of minor timetable adjustments continued to be made to services on the T1, T2, T4, T5, T9, Blue Mountains, Hunter, Central Coast and Newcastle, and South Coast Lines, including one extra weekly service on the Hunter Line. These changes provided customers with better connections, greater timetable simplicity, better late–night travel, reduced journey times and additional service.

We have upgraded the infrastructure, including signalling, track, station platforms and power supply, to provide additional more frequent and reliable services with less wait time for customers on the Illawarra, Airport and South Coast lines.

Supporting Sydney events

Sydney Trains coordinated train services for concerts, sporting and public events including New Year's Eve (NYE), Mardi Gras, Seniors Week, Anzac Day, City2Surf and more to provide fast and efficient transport options for our customers.

ANZAC

Sydney Trains has a proud, long–standing relationship with Anzac Day. Every year we pause and reflect to commemorate those who served for us. This year was no less poignant as we marked Anzac Day differently as a result of COVID–19 restrictions. Wreaths were placed at our Central Station Honour Rolls, customers and our people around the network paused at 6am as the Last Post sounded at each station, and we made red poppies as a symbol of remembrance for our service men and women.

Poppies for remembrance: Anzac Day

Mardi Gras

An estimated 86,000 people travelled by train to the Mardi Gras festivities. This is a five per cent increase from the previous year's parade and a 60 per cent increase compared with any other Saturday night. Opal card data was used from the previous year to understand how many customers may be travelling with us and which lines they would be using. We increased our services and minimised track work on lines used heavily by parade goers, closed Museum Station to better manage crowds and added more carriages to train sets to accommodate more customers and improve the overall customer experience.

New Years Eve: our biggest crowds see the new year in

New Year's Eve

A cross–directorate NYE planning team worked extensively with stakeholders to prepare for and ensure the safety of the thousands of people who come into the city for the biggest event of the year. We moved over 200,000 people into the CBD and home again, provided an additional 1000 services and a train service that ran through the CBD every five minutes. The network was managed from the ROC, which enhanced our capability to respond and recover from any network incidents. We increased the number of locations where incident response teams were based and reduced the number of entry and exits at Central Station to help improve customer flow and safety.

NSW Seniors Festival

Over 19,000 seniors attended NSW Seniors Festival events at Darling Harbour over two days in February. A queueing system and bespoke announcements helped seniors connect at Central Station to light rail and buses so as to travel safely and efficiently to the festival. The expo also provided us with the opportunity to engage with seniors and provide information on how to download and use the Opal application, travel voucher entitlements and Opal concessions, best options for travel around the Sydney and Regional networks, and personal wellbeing when travelling.

Mardis Gras: our stations dress up

Successful places

At the heart of communities are places where people come together to interact and transact, and travel to other communities.

Our customers want to feel confident we are contributing to help make their community a great place to be. Extra services, better infrastructure, accessible stations, more new trains, more retail and an integrated metro, light rail and bus system will improve local amenity, and help make public transport a more attractive travel option for everyone.

We continued to work in close partnership with communities to ensure the places we created reflected the identity of their people, culture and heritage, supported social inclusion and vibrancy, and protected or improved the environment. We continued to focus on improving our impact on the communities where we work.

Making transport accessible

Sydney Trains is committed to making our facilities and services more accessible, modern, safer and within easy reach for all our customers.

Access for customers with a disability, limited mobility, young children, prams or luggage continued to be improved. More stations were upgraded with new lifts, family and ambulant accessible toilets, ramps, tactile markers, audio frequency hearing loops, disabled parking, kiss and ride zones and safer bridges and footpaths.

Customer service station staff have been equipped with mobile phone applications to provide information that allows them to better assist less–mobile passengers get on and off the train, guiding them to the best carriages and having mobility devices ready. Over 65,240 boarding requests were completed including assistance for help with wheelchairs, walking frames and scooters, as well as some assistance for visually impaired customers.

We installed and turned on 36 Audio Frequency Induction Loop System (AFILS) hearing loops to improve access, safety and service for our hearing impaired customers. The total number of stations with AFILS is now 101 and a further 12 stations will be upgraded in 2020–21.

Improving the station environment

Sydney Trains has continued to refresh and improve buildings and facilities at 17 stations. This brings the total number of modern, accessible, cleaner, more comfortable stations to 191, and adds to improving our customers' experiences. Updated LED lighting, deep cleaning, resurfacing and decluttering of platforms, building re–painting, restoration of heritage features, toilet refurbishment, new seats and bins, better way–finding and platform safety signs, improved digital CCTV systems, upgraded indicator boards, digital clocks, new bicycle sheds, new canopies for protection from the weather and bird proofing continued to make our stations more convenient, safe and pleasant for our customers. At least 87 per cent of our customers have received improvements to their station environment.

Station upgrades have also been undertaken to support an integrated transport network, the new intercity fleet and seamless transfers for all customers.

We have continued to work hard at keeping our stations clean and safe for our customers and customer satisfaction with station cleanliness remained consistently high at 87 per cent.[8]

Central Coast customers are now enjoying improved mobile coverage with all 19 stations between Hornsby and Wyong offering up to 60 minutes per day of free Wi–Fi with unlimited downloads. The extra mobile base stations and tunnel systems required to eliminate mobile coverage black spots on this line will be complete by late 2020.

Improved access: mobility devices to assist customers who need help getting on and off the trains

Liveable communities

Retail spaces

Unused station spaces have been developed and leased for use as retail outlets and now deliver retail convenience for our customers while increasing the value of our assets and providing additional income. Ten retail spaces have been opened and two sites remain available for lease.

Redfern Eveleigh precinct renewal

The community was consulted and engaged on the proposed upgrade of the new southern concourse at Redfern Station. The new concourse is designed to improve accessibility while supporting the number of customers travelling through the station each day. It is also the first step in the renewal of North Eveleigh precinct. The design features a new six–meter–wide concourse, lift and stair access to Platforms 1 to 10 as well as new station entries to make it easier to get from the platforms to streets and shared zones, improving connectivity and accessibility.

Newtown Garden

Newtown Garden was a prototype project to assess the feasibility of allowing community organisations to use our assets on a medium to short–term basis for the benefit of the community as a whole. The project was developed to enhance a sense of social inclusion and make a contribution to the community in which we operate. Unused land at the tram shed forecourt was repurposed and leased as an urban farming precinct and transformed into a demountable garden providing fresh vegetables for a local soup kitchen.

T6 Carlingford Line

After 132 years the T6 Carlingford Line was closed to upgrade this area for the new Parramatta Light Rail, which will better connect local communities with a turn–up–and–go service from Carlingford to Westmead via Camellia and Parramatta CBD. A frequent bus service is currently operating so our customers can access the T1 and T2 Lines until the light rail opens. We carried out a range of activities to prepare for the closure of the line, including the redeployment of staff from the closed stations and signal box, training for those impacted by infrastructure changes, and upgrading of assets in the Clyde area to support the removal of the heavy rail network and development of the new light rail. A major test was also conducted to ensure the continued smooth operation of services in the Clyde area once the line was shortened. Permanent closure of the level crossing on Parramatta Road at Clyde has also brought relief to motorists on one of Sydney's busiest roads.

Parramatta Station opens up

Our stations are a critical part of creating and accessing new places as they develop. Parramatta Station was opened up with the new underground Darcy Street walkway connecting our customers to the station, Argyle Street bus interchange and key destinations in the area. The walkway has made it quicker and safer for people to move to and from the train station and will also provide access to the new shops, offices and public spaces and the light rail when they are completed. We worked closely with TfNSW and stakeholders to manage efficient customer movement during construction and the opening.

Environmental sustainability

Sustainability is our future and we are constantly looking at how we can be an environmentally sustainable organisation.

We have continued to implement our environmental sustainability strategy to achieve our vision of being a sustainable railway with an environmentally responsible culture. Our key focus areas during the year were energy efficiency, reducing emissions, waste minimisation and bush regeneration.

Solar PV installations

Sydney Trains owns a large amount of roof space suitable for solar photovoltaic (PV) panel installation. The cost of solar PV has reduced dramatically over the last decade making it a potentially cost–effective way to supplement the low voltage power requirements of our rail buildings. Solar panel shade structures were installed at the new six–storey Rooty Hill Station commuter car park to service the lighting and 10 dedicated electric vehicle charging spaces. To date we have installed over 860kW of solar PV panels across 27 locations. These systems are saving approximately 700 tonnes of CO_2 per year, the equivalent to taking approximately 170 cars off the road permanently.

Environment

An innovative train cleaning system has helped reduce our impact on the environment by replacing chemical cleaners with a non–toxic, environmentally–friendly product. A stabilised aqueous ozone is now used to clean and sanitise our trains and property. It has zero risk, smell or chemicals and it improves safety for our cleaners and customers while reducing our carbon footprint.

Sydney residents living near rail lines may have noticed a reduction in noise as solar-powered electronic rail lubricators replaced mechanical ones. Lubricating the rail reduces wear from the friction of train wheels against the rail and reduces the squealing noise. Ninety per cent of this work is now complete.

Biodiversity offset

Our biodiversity offset process aims to develop or improve the resilience of native vegetation communities within the rail corridor. This year we enhanced the biodiversity and revegetation at three sites, Lidcombe, Villawood and Warwick Farm, containing a Commonwealth–listed vulnerable species, *Acacia pubescens*. Additionally, revegetation was enhanced at four sites Artarmon, Pymble, Turramurra and Warrawee containing a Commonwealth–listed critically endangered ecological community the Blue Gum High Forest.

Waste reduction

Sydney Trains continued to improve our approach to waste and recycling so as to address Government Resource Efficiency Policy requirements and reduce the amount of station waste that goes into land fill. Over 100 co–mingling, recycling bins for all non–paper recyclable material have been installed at over 30 stations. New waste collection contracts, incorporating recycling targets and staff and customer education, have been introduced. A new program, Right Rubbish Right Bin is being trialled, testing smart bin innovation to help educate customers about waste. The use of smart technology prompts customers on the right bin to use and provides valuable monitoring information including: when bin levels are close to full, cross contamination rates and which bin to use at back–of–house to dispose of waste.

Additionally, we are committed to purchasing recycled or part–recycled products when appropriate.

Community and stakeholder engagement

As part of our environmental licence obligations, we keep residents and businesses adjacent to the rail corridor informed of planned infrastructure maintenance which is scheduled outside business hours.

Aboriginal community programs

Two community art projects in the Redfern area were completed to provide improved safety and amenity and to connect culture and country.

A renowned Aboriginal artist collaborated with the community to produce *Always*: a simple acknowledgement we are always on Aboriginal land; a link to the past, present and future. The art work has made a valued contribution to Aboriginal people, residents and our customers travelling through Redfern. Six separate panels were installed inside the rail corridor at Redfern. The panels are movable and can be installed in different sections of the railway over time and provide an innovative alternative to help reduce illegal graffiti that can disrupt services and also put people's lives at risk.

A community–inspired, contemporary design concept was also developed for the new safety screens which reduced access to the rail corridor at the Cleveland Street Bridge in Redfern. The project also delivered an important Commonwealth Government commitment to mental health. The artwork, by Nadeena Dixon, represents the Gadigal people with shell middens and salt grass native to the Redfern area and surrounding Sydney estuary. It recognises the importance of the Aboriginal history of this location and reaffirms Indigenous culture through art.

Heritage assets and the community

Sydney Trains enriches customer journeys and the communities we connect by conserving and promoting our heritage. We are responsible for managing a portfolio of heritage-listed assets across Sydney Trains and NSW Train Link including, railway stations, bridges, workshops, signal boxes, depots, memorials, small objects and substations.

Our Heritage Asset Management Strategy focuses on key initiatives that improve heritage asset management. In the last 12 months a number of projects and programs have been progressed. A war memorial conservation management strategy and nine conservation management plans for heritage listed railway

stations were completed. These plans will guide Sydney Trains on the careful heritage management of these places and items. We have also commenced a major study into historic substations and prepared guidelines for managing trees in heritage places.

A major periodic review of our 393 heritage listings, managed via the S170 Heritage and Conservation Register, resulted in over 25 per cent of listings being updated with updated heritage data and 90 per cent of listings updated with new images.

Conservation works were carried out on Blayney, Armidale, Dubbo, Petersham and Erskineville Stations, refurbishment started on the nine original Sydney Harbour Bridge overhead wiring portal structures, repainting and strengthening works were completed on Cockle Creek Bridge and major conservation and restoration was completed on the 150 year old sandstone arch bridge at James Street, Lithgow.

A residual asset management plan commenced implementation to maintain non–operational heritage listed residual assets. We worked closely with agencies and the community to restore non-operational buildings and infrastructure to manage risk and enable future community reuse.

Sydney Trains continued to share and celebrate our history with our staff and customers with community events marking historical milestones such as farewelling the T6 Carlingford Line in January 2020 and celebrating the 80th anniversary of the Cronulla Line in December 2019. We also participated in the Sydney Open public architecture festival with behind-the-scene tours at Mortuary Station and Central Clock Tower.
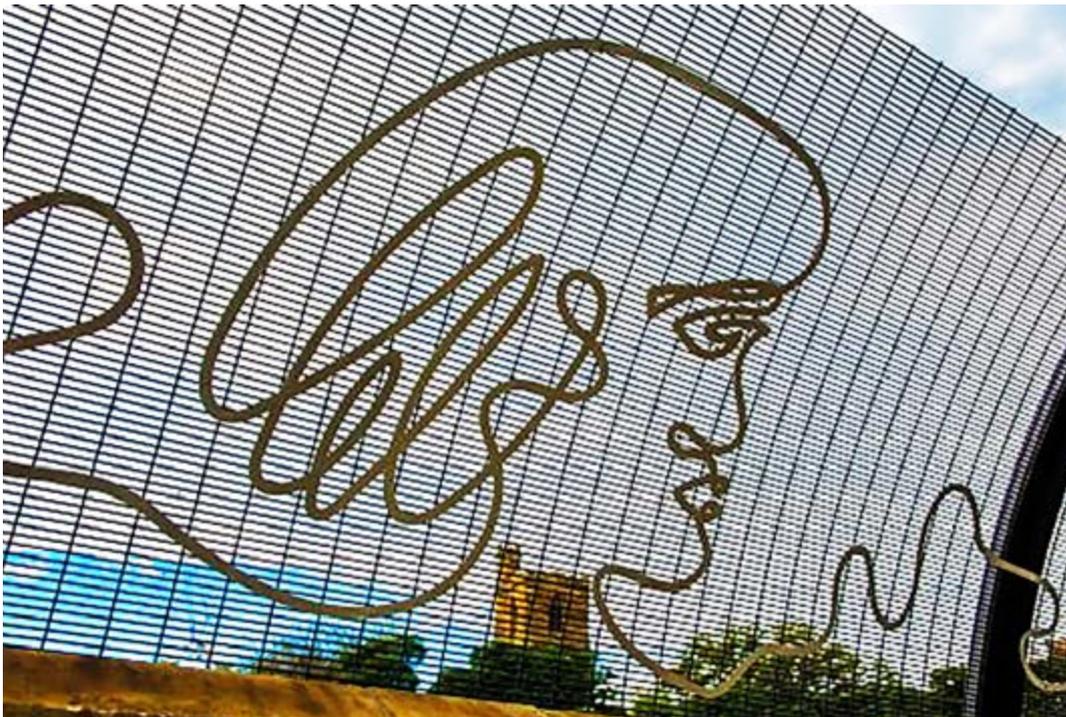
Artwork by Nadeena Dixon: Gadigal connections to Redfern and Central areas

Transport systems and solutions that enable economic activity

Improving transport is vital to our growing economy and improving the quality of life for the people of NSW. The NSW Government's vision is for a metropolis of three integrated and connected cities that place housing, jobs, infrastructure and services within easier reach of more residents. Sydney Trains is helping to deliver the NSW Government's vision, providing high capacity transport between these centres safely, reliably and efficiently.

Investment for the future will help us transform service delivery, better connect our communities, enhance customer experiences and boost our economy. With over $39 billion of assets under management, around $3.2 billion in total annual expenditure and an annual maintenance spend of $1.5 billion, we contribute significantly to the economy.

Sydney Trains must continue to be smarter with tax payers' money so as to meet increasing expectations to deliver more with less, balancing efficiency and quality across everything we do. Financial sustainability has been driven by reviewing expenses, identifying efficiencies, streamlining, and removing shadow functions and duplication. Investment in new technologies and innovative maintenance and engineering solutions has been made to sustain and improve our network, support growth, improve safety, reduce business and environmental risk and make more trains and services available for our customers.

Technology provides opportunities to deliver consistent, single–source, quality data and informed evidence–based decision making. This allows us to manage our assets and networks at the right price and ensure transport investments and solutions serve the people of NSW.

Our key performance areas are:

- improved reliability and availability of assets and fleet
- reduced customer delays from asset–related incidents
- delivered strategic initiatives to plan
- reduced net operating costs per customer journey.

Sustainable asset management

The availability of our infrastructure and fleet assets is critical to keeping Sydney moving and connecting our customers. Managing and maintaining our assets effectively allows us to provide safe, customer–focused, reliable and clean rail services.

Key maintenance projects

Sydney Trains delivered key maintenance projects including:

- completed Gosford area remodelling major work
- completed Stage one, Mount Victoria and Lithgow area remodelling
- control systems renewal and upgrade projects undertaken
- restored and cleaned Central Station sandstone
- replaced tactile markers for the vision impaired at 20 stations
- reconstructed platforms at Beresfield, Rockdale and Redfern stations
- installed high speed contactors, improving signal reliability
- trialled the Lawson 11kV earth fault detection system
- restored the Blue Mountains Line infrastructure after the bushfires.

In addition, we also delivered:

- 56.2km rerailing
- 637.3km resurfacing plain track
- 16.4km ballast cleaning
- 10.3km contact wire renewal
- 35 turnout renewals
- 133 turnout refurbishments
- 1104.6km rail grinding
- 5.6km track reconditioning
- 58 track circuit renewals
- 2.3km overhead wiring modernisation
- 3.1km track reconstruction
- 19 bridge refurbishments
- 124 cars component change out (electric fleet)
- 145 bogie overhauls (electric fleet)
- 401 traction motor overhauls (electric fleet).

Sydney Trains also managed the NSW TrainLink XPT recovery after a derailment at Wallan in February 2020. We oversaw the recovery of the train onsite and transportation back to NSW. We worked across government and transport agencies over six days to provide condition assessments and technical and physical recovery, including wrapping the train for transport and repairing the damaged XPT carriages and the power car.

Investing for the future

We continued to improve rail asset management in the safest, most cost–effective and reliable way through leveraging people and investing in new technologies, maintenance and engineering solutions. Our asset management system delivered standardised, end–to–end business processes and technology to better manage asset lifecycle, providing increased value and return on investment as well as more trains and more services for our customers.

Real–time asset condition data was used to inform our decisions for refurbishment, replacing like–for–like or to upgrade to a higher order configuration. This has improved maintenance efficiency and better targeted maintenance expenditure.

Infrastructure and fleet

Track–side condition monitoring equipment continued to be installed to enable us to facilitate and carry out predictive maintenance. Maintenance teams are alerted when an infrastructure failure is detected, prompting maintenance to be undertaken before the fault impacts customer service. Predictive maintenance also improves the reliability of equipment and whole–of–life maintenance costs.

The increased use of drone aerial inspections for difficult–to–access assets and ground penetrating radar to determine the condition of our ballast has allowed us to better assess whole lifecycle requirements and the accuracy of maintenance investment. We used laser light (LiDAR) technology for greater precision when measuring and surveying infrastructure, eliminating the need for workers on track, improving safety and cost benefits.

Nearly 480 existing mechanical rail lubricators are being progressively upgraded and replaced with 119 new solar–powered electronic units to reduce train wheel and rail wear and tear. The new units provide better performance, less maintenance and lower asset lifecycle costs. The new lubrication systems also enable remote monitoring and switching to reduce the number of workers needed in the rail corridor, which improves safety.

To keep up with the increased maintenance demand and ensure the rail network is kept safe we have investigated options for new or upgraded plant equipment to generate future operating efficiencies, such as lower network maintenance downtime and cost benefits.

We trialled new methods in bridge painting, installing a sliding tunnel around the train envelope. This allowed scaffolding and shrink–wrapping to be placed on the outside of the tunnel during normal train operation. Bridge blasting and painting as well as strengthening were completed without the need to close the track and disrupt services, while at the same the environment was protected.

Technology installed on selected trains detected loose or defective overhead wiring and provided data on the location and severity of the fault. These improvements allow us to rectify problems while reducing costs and improving efficiency and the safety for our workers. Our five–year fleet strategy is driving maintenance centre upgrades, depot reset, successful fleet retirement and transition to accommodate the arrival of the three new passenger fleets; Sydney Growth Trains, and the New Intercity and New Regional fleets.

Freight continued to be a significant share of journey on our network. The efficiency of freight movements in Sydney has an impact on the wider freight industry and economy. We continued to investigate capacity improvements and work toward better separation of major freight movements and passenger trains. The South Coast Track Upgrade project supports local industry, allowing for heavier freight trains to travel safely at higher speeds on the South Coast Line.

Improved financial sustainability

Sydney Trains has mandated a greater focus on financial performance, transparency and accountability. A Financial Sustainability Steering Committee (FSSC) was formed to ensure we are being financially responsible and as efficient as possible with our resources.

As part of immediate savings measures, the FSSC reviewed labour hire, professional services and consultant engagements or extensions, and the creation of new and permanent appointments to Transport Service senior manager and executive positions. Our senior leaders have financial sustainability goals embedded in their performance development reviews to drive financial responsibility and commitment.

Reviews on efficiencies and better use of resources such as purchase cards, light vehicle and pool cars have continued.

Improved business efficiencies

Sydney Trains continued to analyse requirements and develop technology–based solutions to drive business efficiency. This included data migration onto more stable platforms. This enabled large volumes of data to be quickly and efficiently processed, maintained and refreshed at prescribed intervals from one source of truth with minimal human intervention.

Project documents, policies, procedures, guides and templates have been reviewed and made clearer and more consistent. Program portals have been upgraded to provide one stop shops for access to all program resources.

Unnecessary paper–based processes have been reduced including: exception–based timesheet and pay processes, customer boarding assistance and data collection, upgrading manual timetabling processes, electronically–generated and authorised permit systems, and cloud–based automated work flow processes.

Digital tools including data visualisation and analytics, SharePoint, video conferencing, live streaming and Microsoft teams have been used to work in new ways, improve training and connect with other teams across the Transport cluster and with government agencies.

Our depot train simulators were upgraded by expanding the computer–generated graphic images to include the T1, T2, T4, T8 and T9 lines. This has enhanced competency–based training and improved the skills of our drivers, reducing delay incidents caused by operator error or slow train driving.

Business objectives, structure, operations and internal processes have been reviewed to be outcome–focused and drive financial sustainability. We have improved procurement processes with TfNSW and management of third party suppliers to make things faster and simpler.

Our people have been part of discovery sessions focusing on improving the efficiency and effectiveness of our business, including identifying opportunities that will help us to deliver immediate savings. For example, we reviewed the use of printers and found ways to reduce printing by using e–forms, and we also communicated the increased cost when documents are printed in colour.

Sydney Trains is a member of four international benchmarking groups. We participated in 19 topic–specific benchmarking studies and six meetings, including virtual meetings during COVID–19 imposed travel restrictions, to help drive our benchmarking information to set specific performance targets and monitor best practices.

Train simulators: enhanced business efficiency and virtual learning

New technologies: achieving our Civil Aviation Safety Authority's Remote pilot licence

Our organisation and people
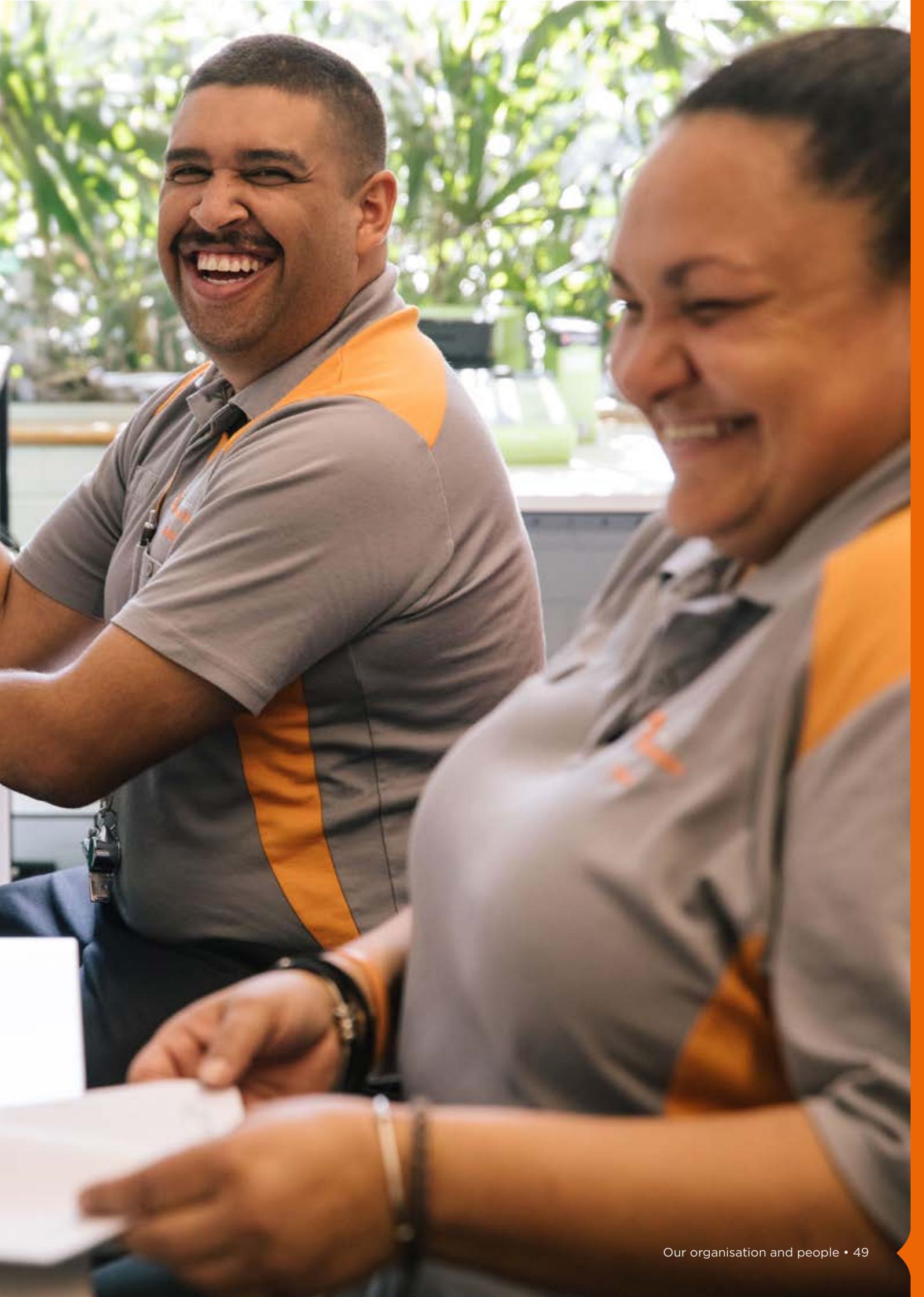
Our organisational structure

Our branches[1]

Sydney Trains continued to evolve as we aligned our structure and operating model to place the customer at the centre of everything we do, our planning, design and delivery, to meet the challenges and opportunities of the future.

Customer Service and Operations Delivery were brought together to create Customer Operations. We have leveraged the success of past customer service transformation, firmly putting the customer at the centre of everything we do and integrating service delivery. Strategy Portfolio and Investment (SP&I) was also formed to drive a renewed focus on our alignment to the overall strategic direction of TfNSW. SP&I was formed through the integration of the Planning and Portfolio Delivery and Future Network Delivery.

Customer Operations[2]

We focus on delivering reliable, seamless, end–to end, customer–centred experiences by providing visible and empowered staff, accurate and timely information, safe, clean, vibrant and well–connected environments for customers and communities. We manage the ROC, service planning and timetabling, signalling, security of the network and network incidents and emergency response. We aim to deliver exceptional customer service and achieve a high performance network as one team each and every day, both now and into the future.

Train Crewing

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 annual maintenance program for infrastructure and fleet for Sydney Trains and NSW TrainLink – delivering a safe, reliable passenger fleet and rail network, to meet growing customer demand and keep Greater Sydney moving.

Finance and Business Services, Group Rail[3]

We support Sydney Trains and NSW TrainLink by providing finance, procurement, information technology, internal audit, legal and governance, fraud and corruption investigation and investment management services.

People and Corporate Affairs, Group Rail[4]

We attract, develop and help retain a skilled workforce that meets the evolving needs of Sydney Trains and NSW TrainLink. We provide ongoing support to employees and managers, with the aim of delivering outstanding end–to–end people experiences. We facilitate ongoing communication across our diverse staff groups and external channels with our customers, stakeholders and the media.

Safety, Environment, Quality and Risk, Group Rail[5]

We deliver expert specialist services, advice and support to Sydney Trains and NSW TrainLink about safety, environment, heritage and sustainability, risk, health services and human factors, in line with legislative and regulatory requirements. 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.

Strategy, Portfolio and Investment (SP&I)[6]

We set the strategy for Sydney Trains and manage investment priorities, funding and allocations to ensure cohesive transformation with improved transparency, accountability and visibility. We also provide a single point of contact and coordination for large scale transport–related growth programs such as Sydney Metro, More Trains, More Services, Digital Systems and the Central Precinct, as well as planning and reporting for Sydney Trains to help deliver world–class train services in Sydney.

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1 As part of the transformation process we moved from Directorates to Branches

2 Previously Customer Service Delivery and Operations Delivery directorates.

3 Group Rail provides corporate functions for Sydney Trains and NSW Trainink to risk duplication across the two agencies

4 Group Rail provides corporate functions for Sydney Trains and NSW Trainink to risk duplication across the two agencies

5 Group Rail provides corporate functions for Sydney Trains and NSW Trainink to risk duplication across the two agencies

6 Previously Future Network Development and Planning and Portfolio directorates.

Our executives

Name	Position	Periods Position held	Qualification
Suzanne Holden	Acting Chief Executive	May 2020 – Jul 2020	Graduate Australian Institute Company Directors
	Deputy Chief Executive Chief Customer Officer	Dec 2019 – May 2020	Diploma Business Administration Bachelor of Arts (Hons) Mathematics and Drama
Stewart Mills	Acting Chief Executive	Feb 2020 – May 2020	Bachelor of Science (Hons) Mining Associate of Camborne School of Mines
	Executive Director Engineering and Maintenance	Jul 2019 – Feb 2020	Executive Fellows Program Australia and New Zealand School of Government
Howard Collins OBE	Chief Executive	Jun 2019 – Feb 2020	Master of Business Administration Fellow Member of the Institute of Directors Fellow of Institute of Civil Engineers
Karen McCarthy APM	Acting Chief Customer Office	May 2020 – Jun 2020	Master of Public Policy Graduate Certificate in Public Administration Bachelor of Social Science (Criminology) Associate Diploma in Criminal Justice
Julian Narborough	Acting Executive Director Customer Services	Jul 2019 – May 2020	Masters of Business Administration Advanced Management Program (Harvard Business School)
Jas Tumber	Acting Executive Director Operations Delivery	Sept 2019 – May 2020	Member of The Institution of Engineering and Technology Chartered Engineer Bachelor of Engineering (Hons) Electrical and Electronic Engineering Bachelor of Technology National Diploma Electrical and Electronic Engineering
George Stojkovski	Acting Executive Director Operations Delivery	Jul 2019 – Sept 2019	Diploma Business Management
Hayden Donoghue	Executive Director Train Crewing	Jul 2019 – Jun 2020	Bachelor of Business (Agribusiness), Master of Business Administration, Graduate Certificate Supply Chain and Logistics
Nev Nichols	Executive Director Engineering and Maintenance	Feb 2020 – Jun 2020	Bachelor of Science Technology (Hons), Post Graduate Diploma Management
	Executive Director Safety, Environment, Quality and Risk; Group Rail	Jul 2019 – Jan 2020	Fellow of the Institute of Engineering and Technology Fellow of the Institute of Railway Signal Engineers Member Australian Institute of Company Directors

Name	Position	Periods Position held	Qualification
David Callahan	Executive Director Strategy, Portfolio and Investment	Apr 2020 – Jun 2020	Master of Business Administration Bachelor of Social Science Graduate Australian Institute of Company Directors Executive Fellows Program, Australia and New Zealand School of Government
	Executive Director Planning and Portfolio Delivery	Jul 2019 – Apr 2020	
Chadi Chalhoub	Acting Executive Director Safety, Environment, Quality and Risk, Group Rail	Feb 2020 – Jun 2020	Masters of Business Management Bachelor of Applied Science Member of Australian Institute of Company Directors Fellow of Cultural Diversity and Leadership
Peter Crimp	Acting Executive Director Finance and Business Services, Group Rail	Jul 2019 – Jun 2020	Bachelor of Commerce Masters of Commerce (Hons) Chartered Accountant
Meg Graham	Executive Director People and Corporate Affairs, Group Rail	Jul 2019 – Feb 2020	Bachelor of Business Management
David Hyland	Acting Executive Director People and Corporate Affairs, Group Rail	Feb 2020 – Jun 2020	Bachelor of Engineering (Production)
Anthony Eid	Executive Director Future Network Development	Jul 2019 – Dec 2019	Advanced Diploma Management
Warwick Talbot	Acting Executive Director Future Network Development	Dec 2019 – Apr 2020	Graduate Diploma in Operations Management Diploma Electrical Engineering Certificate Computer Programming Certificate Post Electrical Trades Certificate Electrical Trades

Number and remuneration of senior executives

Transport senior service level	Female	Male	Total	Average total remuneration package
TSSE Band 3				
2019–20	2	0	2	469,000
2018–19	0	2	2	586,814
2017–18	1	2	3	540,300
TSSE Band 2				
2019–20	4	19	23	367,904
2018–19	3	20	23	369,059
2017–18	4	23	27	354,572
TSSE Band 1				
2019–20	35	102	137	254,062
2018–19	31	89	120	252,196
2017–18	22	78	100	250,142
2019–20 total	**41**	**121**	**162**	**363,640**
2018–19 total	**34**	**111**	**145**	**402,689**
2017–18 total	**27**	**103**	**130**	**381,671**

Note: Sydney Trains has no Band 4 TSSE.

In 2019–20 the percentage of total employees' expenditure relating to senior executives was 2.8 per cent, compared with 2.6 per cent in 2018–19. Note: Sydney Trains has no Band 4 TSSE.

Our employees

Total full time equivalent (FTE) employees by category

Annual Salary	2017–18 Total Count*			2018–19 Total Count#			2019–20 Total Count*		
	F	M	Total	F	M	Total	F	M	Total
<$50,000	135	343	478	179	426	605	23	50	73
$50,001 – $75,000	851	3282	4133	970	3533	4503	1041	2881	3922
$75,001 – $100,000	353	2395	2748	370	2228	2598	510	3029	3539
$100,001 – $125,000	241	992	1233	266	955	1221	296	1000	1296
$125,001 – $150,000	244	862	1106	271	1,041	1312	265	931	1196
>$150,000	84	321	405	93	307	400	253	765	1018
Total	**1908**	**8195**	**10,103**	**2149**	**8490**	**10,639**	**2388**	**8656**	**11,044**

Notes: Employees in acting arrangements more than 90 days are recorded in the applicable (effective) salary range. Figures exclude cadets, casuals, contractors and labour hire. Enterprise Agreement annual salary increases may result in employees moving from one salary band to another.
* Inclusive of industry allowance.
# Exclusive of industry allowance.

The headcount, excluding senior executives, is 11,044, which equates to a full time equivalent (FTE) of 10,842. The head count including senior executives is 11,206, which equates to a FTE of 11,004.

Thriving people doing meaningful work

Sydney Trains is committed to building a high performing workforce that places people at the heart, customers at the centre and builds on a greater good with the community to deliver high quality rail services. This commitment shapes how we nurture our leaders and our people as Sydney Trains continues to evolve.

Our focus is fixing and prioritising what matters most to our people, without adding to workload and creating new problems. We are continuously seeking to improve the employee' experience in day–to–day operations and navigate new horizons as the landscape changes both internally and externally.

Our employees are immensely proud of the work they do and the proposition offered by an organisation that attracts such a diverse array of people with diverse and unique skill sets. This is what attracts newcomers to our business and creates the excitement needed to build on an already great place to work.

We encourage flexibility, promote productivity and seek to foster a culture of inclusivity, collaboration, creativity and innovation.

We are committed to driving capability uplift so that we have a fit for the future workforce that is talented, agile and highly capable and one that keeps pace with increasing customer demands, significant digital investment and technological change.

We are also committed to developing our leaders so that they are building the workforce of the future, empowering people and unleashing the discretionary effort associated with high performance.

We want a culture that celebrates and retains the best of our past, keeps pace with change and brings our workforce into the future.

We have championed diversity and inclusion, increased employment opportunities for Aboriginal people and Torres Strait Islander people, increased the number of women in leadership positions and focused on creating an effective leadership culture.

To make Sydney Trains a great place to work we have been proactive in designing ways of working, thinking, leading and evolving to create new opportunities, develop capacity, support agile, flexible working and reinvigorate our people's experiences.

Our key performance areas are:

- an engaged, aligned and fit–for– purpose workforce
- a more diverse workplace with an increased representation of females in senior leadership roles and an increased representation of Aboriginal and Torres Strait Islander employees
- equal employment opportunities.

Enhancing our peoples' experiences

People Matter Employee Engagement Survey

Sydney Trains continued to engage with employees and ask them what is important in their workplace. The NSW Public Sector People Matter Employee Engagement Survey (PMES) provided an opportunity for our our people to share what they think and help make Sydney Trains and the public sector a better place to work.

We achieved an 84 per cent employee response rate, representing a 10 per cent increase from 2018. Our response rate exceeded the 53 per cent public sector and 76 per cent Transport cluster response rates. Our overall engagement with work index was 66 per cent, representing a three per cent increase on 2018. This is on

par with the public sector, and slightly higher than the Transport cluster, 65 per cent. Our highest scoring engagement indexes were for engagement with work, 73 per cent, and diversity and inclusion, 68 per cent.

In line with our focus on prioritising what matters most to our people, we continued to seek ways to improve our employees' experiences. Our 2019 PMES results validate that we are on track and we will continue to focus on selecting the right people for the right roles, providing flexibility at work, building a respectful workplace, offering opportunities for growth and development, and delivering open, transparent and timely communication.

A respectful workplace

Creating a respectful workplace has been a focus with programs implemented to target respectful behaviour for all employees.

An online module developed to promote minimum standards of respectful behaviour was launched to all train crew staff and made available for other staff. The uptake across the organisation has been positive with completion rates varying between 56 per cent and 91 per cent. A further, bespoke face–to–face program to drive workplace respect has been developed around specific workplace incident scenarios and delivered to relevant areas.

A video tutorial aimed at educating all employees on the key principles associated with bullying and harassment is ready for launch. A program aimed at teaching leaders to have the conversations that matter every day with employees included scenarios and issues on respectful behaviour, safety and performance. This program was delivered to over 100 people leaders and re–designed as a webinar for inclusion in leadership development and on boarding.
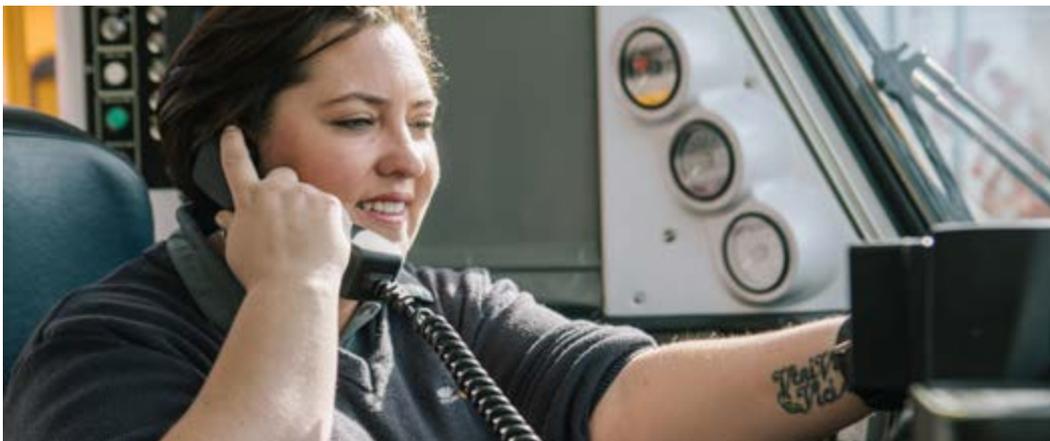
A respectful work place: thriving people.

Driving diversity

Our commitment is to build an inclusive workplace that values the contribution of all our people regardless of gender, race, religion, cultural background, sexual preference or ability, and reflects the diversity of the customers and communities we serve. Developing a workplace culture of respect and inclusivity is important to us.

Representation of workforce diversity groups

Workforce diversity group	FY2019–20 % target benchmark	2017* %	2018 %	2019	2020 %
Women	No benchmark	17.8	18.9	20.3	21.7
Women in leadership	27.7	Not measured	21.3	23.6	25.4
Aboriginal and Torres Strait Islander Peoples	2.3 by 2021	0.9	1.2	1.8	2.1
Aboriginal and Torres Strait Islanders in leadership positions	Year on year increase	Not measured	1	1.5	1.2
People whose first language spoken as a child was not English	No benchmark	13.8	2.1	3.6	4.4
People with a disability	2.3	1.9	1.8	1.7	1.7
People with a disability requiring work–related adjustment*	No benchmark	0.4	0.1	0.1	3.7

Note: *Figures as recorded in 2017–18 annual report.

We celebrated International Women's Day on 10 March with a particular emphasis on women working in science, technology, engineering, maths, construction (STEMC) and operational roles. We also reflected on *#eachforequal*, the role all people play to encourage women to reach their potential in the workplace and move towards equality. We participated in Mardi Gras celebrations and decked our stations with colourful rainbow decals. We attracted a large crowd to our stand at the Koori Knockout, which allowed us to connect with the community, promote jobs and services, and educate children on rail safety. The Koori Knockout is Australia's largest Indigenous sporting event, held every year over the October long weekend, to showcase some of the best Indigenous

Rugby League talent in the country. One of the highlights of this year's Koori Knockout was the wrapping of a train, promoting safe transport modes to *Bring the mob home safely*. Central and Tuggerah Stations were also decorated to further reinforce the message.

Wrapping the train: Bring the mob home safely

Women in leadership

Sydney Trains has increased the representation of women in leadership roles by 1.8 per cent to 25.4 per cent overall; 145 women are in our senior service positions and 50 per cent of the executive in the train crewing area are women. Talent attraction strategies have focused on the language used in job advertisements, promoted flexible work and included gender balanced shortlists to help us focus on meeting our targets.

We continued to promote Sydney Trains as a great place to work where we value the contribution of all employees.

Women in STEMC roles

Sydney Trains is seeing more and more women in roles that have traditionally been held by men. The number of female train drivers and guards has increased; 50 of the 90 new train driver trainees and 68 of the 110 train guards beginning this year were women. Twenty–one women were recruited into the apprentice program in 2019 and a further 21 were recruited in 2020. We aim to double the number of female apprentices within the next two years.

To support women and girls in learning more about engineering and opportunities available in the rail industry, TfNSW hosted STEM camps and a University of NSW women in engineering event at the ROC. We also conducted virtual career expos and school career councillor industry days.

Aboriginal employment

Sydney Trains has continued to increase the representation of Aboriginal and Torres Strait Islander employees from 1.8 per cent to 2.1 per cent overall. We are proud to say we have 280 people across Sydney Trains that identify in these target groups. Our ambition is to increase Aboriginal and Torres Strait Islander peoples' participation in our workforce to 2.3 per cent by 2021. We have offered employment assistance, guidance, mentoring and targeted recruitment campaigns to help us increase employment numbers, career development and retention. We had three successful Aboriginal and Torres Strait Islander apprentices this year and have set 20 targeted apprenticeship positions for 2021. The representation of Aboriginal and Torres Strait Islander people in senior service roles has moved from 1.5 per cent to 1.2 per cent. We have a strong emphasis on increasing this number and have development plans in place and set up a solid talent pipeline to help increase representation of Aboriginal and Torres Strait Islander employees in senior service roles.

Jobs for people with disability

Sydney Trains is committed to building an inclusive and safe workplace for people with disability. We have continued to implement the *Transport Disability Action Plan* that focuses on removing barriers to employment. We have increased the roles held by people with a disability to 1.7 per cent of our total workforce. We partnered with the Public Sector Commission in a targeted and tailored talent program and employed an additional seven people. In addition, we continue to educate and raise awareness on disability, improve workplace accessibility and celebrate International Day of People with a Disability.

Multicultural policies and services

Sydney Trains has an incredibly diverse workforce, with employees from more than 100 cultures in our offices, on our platforms and in our trains.

We continued to support TfNSW's new *Multicultural Plan* to provide accessible and inclusive transport services to customers from culturally and linguistically diverse backgrounds and foster a culture of acceptance, inclusiveness, respect and belonging for our employees.

Diversity and inclusion networks and events

Every individual has a right to come to work and be who they are, trusting the organisation will support, nurture and celebrate their contribution. At Sydney Trains we have supported and promoted a number of diversity and inclusion networks that embrace our people and help us to build a strong, motivated and dynamic workforce.

Employees with disability, or who are carers of someone with a disability, are actively encouraged to connect and be supported through the ENABLED network (enhancing abilities and leveraging diversity).

To improve gender equity and build the representation and profile of women working in STEMC, women are encouraged to join the women in STEMC employment network (WiSE) and Australian Railway Association. This provides opportunities to connect with others in similar roles, participate in member events, support women working in areas with a traditionally poor gender balance and participate in outreach activities designed to engage women in the benefits of a career in STEMC. We took the opportunity on International Women in Engineering Day to reflect on and profile some of the amazing work by women in engineering and technical roles at Sydney Trains.

Each year we celebrate Harmony Day, Diwali Festival, Diversity Week, Reconciliation Day and NAIDOC week, and many other events to build a culture that celebrates all types of diversity. This year's events were a little different and a number were put on hold as we complied with COVID–19 guidelines. Our events were mostly virtual but still had great impact with high levels of participation.

Aboriginal Reconciliation Action Plan
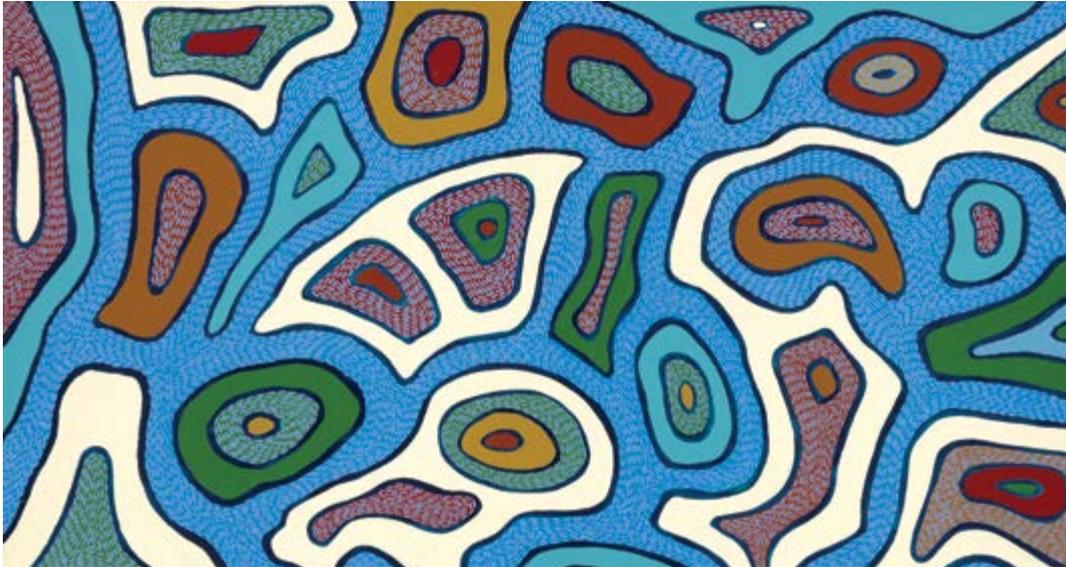
Our Songlines are Calling: artist Frances Belle Parker (Yaegl)

Aboriginal Reconciliation Action Plan

Many of the transport routes we use today, from rail lines, to roads, to water crossings, follow the traditional *Songlines*, trade routes and ceremonial paths that our nation's First Peoples followed for tens of thousands of years.

The inaugural Reconciliation Action Plan (RAP) was launched. The RAP acknowledges and pays respect to the role of Aboriginal and Torres Strait Islander people as traditional owners and custodians of the lands where we work. It demonstrates our commitment to working towards reconciliation both within Transport and in communities across NSW.

Sydney Trains has implemented a number of initiatives and events in line with the RAP outcomes to build and strengthen relationships, respect and celebrate culture, and promote reconciliation, employment and career development. Aboriginal Protocol Guidelines and resources on Welcome to Country and Acknowledgement of Country were developed for use by all staff and our anti–discrimination policies and procedures were reviewed. We were fortunate to have Frances Belle Parker, a proud Yaegl woman, create our artwork, *Our Songlines are Calling*, as a cultural expression of our commitment to reconciliation.

National Sorry Day, National Reconciliation Week, Yabun, Koori Knockout, National Aborigines and Islanders Day Observance Committee (NAIDOC) Week and the launch of the Transport Reconciliation Action Plan were all celebrated.

'Voice. Treaty. Truth' was NAIDOC Week's theme and called for us all to work together for a shared future. We celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander people at a number of our stations with Welcome to Country, Aboriginal dance performances, smoking ceremonies, bush tucker displays and tastings, a recruitment stall, cultural activities and a touch football competition. To mark the start of NAIDOC Week we projected digital images onto the clock tower at Central Station.

The Aboriginal Staff Forum saw our Aboriginal employees come together for focused learning through story telling.

National Reconciliation Week – In this together

The theme for National Reconciliation Week (NRW) was *'In this together'*; and was a reminder of the role we all play in reconciliation. It provided the chance for our staff to learn more about our shared histories, cultures and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia. Although we were unable to come together like we traditionally do to celebrate NRW, we livestreamed a special webisode that explored the importance of reconciliation and the progress we are making with our RAP. We also celebrated with a series of stories, a National Sorry Day video commemorating the Stolen Generations, and a fun five-step employee challenge to deepen our appreciation of Aboriginal culture and strengthen our understanding of the reconciliation journey.

Recognising our people

Talent development and mobility

Sydney Trains is committed to developing high performing leaders to empower our people, lead the organisation through change, deliver our strategic initiatives and make us fit for future. A number of key leadership programs were conducted targeting the executive, senior leaders and people leaders to help improve their interaction and conversations with their people, reinforce our values, create a more diverse and respectful workplace and manage performance.

We have created a new talent management program with specific emphasis on meeting our diversity targets for women in leadership and Aboriginal and Torres Strait Islander people in senior service roles.

Awards and industry recognition

Our annual Staff Excellence Awards celebrated outstanding achievements across Sydney Trains. We recognised over 660 individuals and teams in nearly 300 nominations across a broad range of categories. Forty–four finalists were selected with four teams and 10 individuals voted as winners. We attracted 1900 votes in the newly created People's Choice Award, demonstrating support of peer excellence.

Sydney Trains received two awards for track maintenance at the Permanent Way Institute Awards which recognises achievements and best practice in the railway industry.

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

The accomplishments of three individual and six team finalists were showcased at the 2019 Transport Cluster Awards, that recognise people and teams from across the Transport cluster who have gone above and beyond.

Three of our teams were recognised as finalists in two categories of the prestigious 2019 Premier's Awards for excellence in the delivery of public services to the NSW community and reflect the five key policy priorities of the NSW Government.

We celebrated and thanked 96 employees who marked their 40th and 50th anniversaries with the railways in 2019.

Future of work

We continued to transform workplaces to provide modern facilities and the right physical and virtual workspaces to support our people and enable desired ways of working. This was fast–tracked due to the response to COVID–19. We delivered new and innovative work solutions including new ways of working together using technology such as Microsoft Teams, video conferencing, webinars and live streaming. More of our staff are now using technology to communicate across geographically diverse locations. At the start of the pandemic, as many users as possible were migrated to Windows 10 and our SharePoint sites were upgraded to enable a large–scale remote workforce to access information, communicate, solve problems, learn, innovate and collaborate.

The lessons learned, insights gained and new ways of working adopted during COVID-19 have been a defining moment for how we will work into the future. We have transitioned into working from home arrangements for those in roles where this is possible.

Future ready

With billions being invested in expanding and modernising our rail network, we have continued to drive our apprenticeship program. Our current trade apprentice pool of 208 first to fourth year apprentices across eight trade areas is a training ground for the transport industry.

- Telecommunications
- Rail Traction
- Signal Electrician
- Substations Distribution Electrician
- Signal Fitter
- Plant/Diesel Mechanic
- High Voltage Cable Jointer
- Rail Maintainer – Mechanical and electrical

All streams deliver relevant Certificate III and/or Certificate IV outcomes and the Sydney Trains apprenticeship program is one of the most comprehensive in Australia. Competency classification structures, requirements and qualifications across all areas are continually reviewed, upgraded and integrated into our structures and assessment to ensure we meet national and best practice standards and our people are future fit.

Facilities upgrade and new workplaces

We have delivered significant upgrades to train crew facilities at Penrith and Hornsby. The new fit–for–purpose facility at Penrith ensures current and future frontline staff are able to deliver 24 hours a day, seven days a week operational support and business as usual functions. It includes a dedicated space for future upskilling and training and will help reduce crew–related travel allowances as more crew are able to complete training locally.

Refurbishment of the Hornsby maintenance centre and station was completed, with the previous train crew depot converted to a conference and training room with a separate train simulator room.

Significant upgrades were also made to the facilities for students at the Rail Technology Campus Chullora. Student areas were improved with male and female toilets, kitchen, power, water, lighting, signage, and the conversion of an old shed to house the new electrical school. Planning is underway to provide additional learning areas for third party plant training and accreditation, signalling and occupational health and work training.

Significant progress was made on the construction of a new fit–for–purpose, consolidated work shop at Clyde for use by staff from all disciplines within major works project operations. Practical completion is due in 2020–21.

Uniforms

We want our people to wear their uniform with pride and make themselves look and feel good in the process. We updated our uniform and grooming standards to ensure our frontline teams are instantly recognisable to customers and are able to carry out their roles safely. We identified uniform improvements to performance, supply and fitting, and ensured a consistent approach to procurement.

Workplace transformation

Sydney Trains' transformation journey commenced in June 2019 with a mandate to improve the way we do business. Our Customer at the Centre operating model was launched to prepare us to meet increasing customer demand while ensuring economic and environmental sustainability. A Chief Customer Officer was engaged to firmly place the customer at the centre of our service delivery. Along with the final location of multiple teams to the ROC from across Sydney Trains and NSW TrainLink and the formation of a new branch, Customer Operations, we have leveraged the success of past customer service transformation.

The next phase of our transformation, Fit for the Future, was launched in April 2020 to further embed our customer-centric operating mode, turn our attention to the critical support areas that serve those who serve our customers, foster greater collaboration and partnership with the agencies across the Transport cluster, streamline the way we operate and drive financial sustainability.

SP&I was established to drive greater accountability, collaboration and sustainability and enhance decision making across the

organisation. A new reporting and analytics operating model was endorsed to consolidate functions and ensure strategic decisions are better informed by data and insights. Currently, we're working on a number of reviews across the business including Engineering and Maintenance, with the intention of moving to an Integrated Engineering Services model and changing the service delivery model for Safety, Environment, Quality and Risk.

We continued to review our capability frameworks and employment training programs to ensure our workforce is customer–focused, digitally enabled, aligned with industry best practice and has the capability to meet our strategic operational objectives in line with our continuing transformation and digital future.

Workplace relations and policy

Industrial relations policies and practices

We communicate with our people through a variety of channels to ensure they are informed about a broad range of topics and issues. Senior management consults with employees and relevant unions on matters that potentially impact staff, including proposed structural and other changes.

Our Enterprise Agreement (EA) 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.

Personnel policies and practices

Sydney Trains human resource (HR) policies and procedures align with Transport cluster values and policies.

Procedures and practices have also been amended to enable Sydney Trains to respond to the COVID–19 pandemic and ensure the safety and wellbeing of our employees.

Exceptional movements in wages, salaries or allowances

Salaries, wages and allowances moved within the guidelines of Sydney Trains Enterprise Agreement.

Participation in industrial action

Nil days were lost due to employee participation in industrial action for 2019–20.

Reducing our peoples risk of injury

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

Our five–year Enterprise Safety, Environment, Quality and Risk Strategy has been developed to increase safety, reduce risk and improve both our environmental focus and the physical and mental wellbeing of all our employees.

Our key performance areas are:

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

We are committed to ensuring a safe work environment for our employees. We have maintained our comprehensive Safety Management System (SMS) to meet all regulatory requirements. Our SMS helps us to mitigate safety risk and continue to improve our operating environment. We have continued to develop, implement and monitor safe work practices, maintained safety network rules, operator specific guidelines and procedures, and SMS assurance.

Our prime measure of workplace safety performance is the lost time injury frequency rate (LTIFR). This measures the number of staff injuries, physical and mental, leading to lost working hours of at least one full shift per million hours worked. Our LTIFR remains steady at 6.6 and our proactive and preventative health and safety strategies continue to have a significant and positive impact in reducing workplace injuries over the past seven years.

Lost time injury frequency rate (LTIFR)

Target: 9.0	Target: 8.2	Target: 7.5
7.7	6.8	6.6
2017–18	2018–19	2019–20
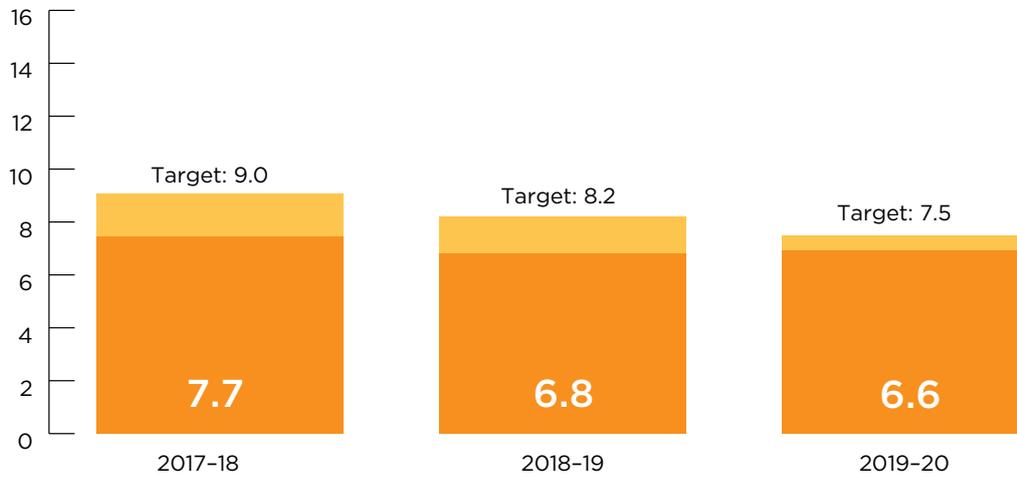
Key

■ Actual LTIFR transposed over the target ■ Highligts the difference between actual LTIFR and targe

Safety together: it starts with me

We are committed to every person going home safely at the end of each day or shift and every customer arriving safely at their destination.

Our Enterprise Safety Culture Program and purpose statement *Safety together: it starts with me*, is driving a greater sense of personal responsibility for our own safety, our workmates' safety and the safety of the team.

We have recruited and embedded a core team of safety professionals to drive safety culture activities across all areas of Sydney Trains. New communication tools including new standards for safety critical communications were developed to deliver consistent information around safety risk topics and to lead conversations and learn from incidents.

Over 1490 safety visits were completed by the executive leadership team. They continue to visit and speak with our people on the job about the work they do that carries the most risk, and how they keep themselves and their workmates safe.

We have actively focused on the critical risks with the greatest potential to hurt our people. New 30/60/90–day critical risk focus plans were built with leaders and teams in work locations where the most risk is present. This

allowed us to better engage our people to more effectively manage risks, share good practice and develop built–by–us safety solutions, while ensuring the controls to keep people safe are known and effective.

We reviewed network rules and procedures and incorporated additional verification tools and checklists into our SMS and safety reporting systems. This supported our people to engage in more targeted safety conversations and to raise risk awareness. We made it easier for workers to report hazards, interventions, near misses or incidents. This has enabled us to be more proactive in helping prevent serious incidents, improved reporting timeliness and quality, and encouraged teams to share safety best practise. Online pathways for safety training requirements and learning have also been developed and implemented.

We installed highly visible, train safety access platforms and edge lines along the platform coping and stair treads at Macdonaldtown stabling yards to improve access and safety for employees as they get on and off trains. Feasibility studies for the roll out of these platforms have been completed for Blacktown and Waterfall stabling yards. A new improved fire warden operation base station platform was also installed at Hornsby maintenance centre to improve emergency evacuation procedures.

We introduced a personal duress alarm, SafeZone, phone application to all customer service frontline staff and completed upskilling in retrieving items in a safe way from the track at stations.

Rail corridor safety

The safety of people in our rail corridors continued to be a major focus at all times for Sydney Trains.

The Enterprise Track Workers Safety program aims to drive positive safety culture change and deliver project solutions that enhance worker safety in the danger zone. The main focus for this has been improving preparation and planning which has been found to be a key contributor to safety incidents in the rail corridor.

A cross–organisation team has been established to work with staff to identify risks, develop technology solutions and drive technical, behavioural and process improvements.

The use of monitoring technology, including drones, virtual reality, LiDAR and advanced analytic programs are being trialled to minimise the number of people who have to access the rail corridor danger zone. The investigation of new methods of electrical isolation, 'switching–off' electrical power to allow track maintenance to be performed more efficiently are under safety and industrial relations review. Automated track warning systems to alert workers of an approaching train and provide increased warning times will also deliver greater safety benefits.

We have continued to review how we can reduce the number of signals passed at danger (SPAD) incidents by our drivers. Work was completed to upgrade and improve signal visibility and raise driver awareness of the top 30 sites where SPAD incidents occurred. We are measuring the effectiveness of the upgrades and continuing to review and manage the human factors that contribute to incidents, including fatigue management and improving support to newly graduated crew.

We employed 110 Permanent Protection Officers, whose sole function is to manage safe worksites to keep our workers safe while in the rail corridor. The first two courses of a higher standard, industry–wide training course have been developed and delivered to over 170 officers and an additional third course will be piloted in this training reform. On–the–job assessments for worksite protection officers have been introduced into the current recertification cycle, improving safety by validating that learnt skills have been successfully transferred to workers in the operational environment. A human factors study was completed to determine how safety critical skills are lost over time when not used and this will be used to target upskilling and further improve the validation of competence for protection officers.

We have continued to develop skills and processes through dedicated learning modules, standardised communications, mentoring and coaching that lead to improved awareness of risk and the need for worker safety qualifications and safety standards.

Health and lifestyle wellbeing

Free, confidential health checks and a new health application allowed our people to monitor lifestyle health issues including high blood pressure, cholesterol, exercise and diet.

A digital fatigue management system was implemented to simplify processes and increase accountability for fatigue management, better manage work flow, improve rostering and reduce the incidence of fatigue related risk.

Rail and National R U OK Day raised awareness of the importance of mental health and we encouraged our railway family to check in with each other through conversation.

We have introduced four, onsite physiotherapy clinics to provide early physical intervention for body stresses experienced by drivers, guards and other frontline teams. This has helped combat lost time due to musculoskeletal injuries and improved the quality of life for staff when they go home from work each day. An exercise program was also developed to focus on mobilisation exercises for drivers and guards to help reduce body stress injury.

New ways of working: helping to keep our people safe during COVID-19

Keeping our people safe during COVID–19

The response to the COVID–19 pandemic rapidly changed and affected every aspect of our lives including the way we work. We prioritised the health and wellbeing of our employees while still delivering an uninterrupted, seamless service for our customers. We consulted regularly with health and safety representatives and relevant unions to address workplace concerns around COVID–19 safety issues. Our people were encouraged to work remotely if they did not provide frontline services. Work practices were changed enabling greater physical distancing for those who remained in our workplaces. The number of people allowed in train cabs was limited to two at any time. Good hygiene and physical distancing was actively promoted and supported. Our workplaces were kept as safe as possible with increased cleaning and disinfection in line with NSW Health guidelines. Additional hygiene products, including gloves and hand sanitiser were distributed for the protection of employees. We talked with employees who may be more at risk from contracting COVID–19 and enabled those who felt vulnerable to reduce that risk by taking leave. The *Stay Informed* website provided access for our people to critical updates, leaders' tool kits, fact sheets, support and our responses as the COVID–19 situation developed. Our teams reviewed and updated response plans daily to ensure we were able to deliver an essential service to the community at all times.

Corporate governance

Governance

Sydney Trains is committed to the principles and practices of good corporate governance and ensuring such principles are integral to all our activities and internal processes. We continued to maintain and improve our Corporate Governance Framework which recognises Sydney Trains' core objectives, its legislative requirements as well as its workforce and employment responsibilities.

The affairs of Sydney Trains are managed and controlled by the Chief Executive in accordance with any directions of the Transport Secretary. The Chief Executive is supported by an executive leadership management team, strategic management committees and an organisation structure that aligns functions and operations to deliver key services and legislative objectives.

Sydney Trains has established a number of management committees including a principal governing body, Executive Management Committee, supported by an Independent Audit and Risk Committee, Safety and Environment Committee and Finance Investment and Portfolio Committee.

During this unprecedented year, we have enhanced and strengthened our risk management, control and governance processes in key risk areas including but not limited to:

- pandemic management and COVID–19 response
- information and operational technology, disaster recovery and business continuity management
- safety, risk and controls assurance management
- third party supplier and contract management
- cyber security
- program delivery of major projects (Sydney Metro, Central Station and New Intercity Fleet)
- ROC post–implementation
- human resources disciplinary process
- treasury management.

Insurance

The NSW Treasury requires all NSW Government agencies, other than state–owned corporations, to undertake Principal Arranged Insurance (PAI) through Insurance and Care NSW (iCare) for all government capital works projects estimated to cost $10 million or more.

TfNSW is a member agency of the Treasury Managed Fund (TMF). Our insurance policy is based on TMF's statement of cover and provides for:

- workers compensation
- legal liability
- property
- miscellaneous risks
- comprehensive motor vehicle.

Contractor Arranged Insurance (CAI) is required for any contract not covered by PAI. CAI is taken out by contractors to protect themselves against potential risks and liabilities that could arise as a result of services provided under the contract. All contractors engaged by Sydney Trains must provide a certificate of insurance currency.

Fraud and corruption control

Sydney Trains Fraud and Corruption Risk Management Framework provides guidance on prevention, detection, risk management, assurance and compliance in the areas of:

- procurement
- contract management
- third party management
- assets, resources and information
- people engagement
- project and change
- finance
- information and operational technology.

Audit and risk management

Risk management is a core capability and a key contributor to the success of Sydney Trains. We are committed to implementing proactive risk management strategies to improve our performance, and ensure we meet our objectives safely and efficiently. Our Audit and Risk Committee has responsibility under the Internal Audit and Risk Management Policy for the NSW Public Sector (TPP15–03) to provide independent assistance to the Chief Executive by monitoring, reviewing and providing advice about the agency's governance processes, risk management and control frameworks, internal and external audits, corruption prevention, and its external accountability obligations.

Our Enterprise Risk Management Framework establishes a consistent approach to identifying, assessing, evaluating and managing risks.

Risk management is integrated into our strategic, business and project planning processes. Risks are proactively identified and appropriate mitigations put in place.

Transport
Sydney Trains

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Director
Financial Management Governance & Analytics
NSW Treasury
Level 27, 52 Martin Place (127 Phillip Street entrance)
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 2019-2020 Financial Year.

Yours sincerely

Suzanne Holden
Acting Chief Executive
Sydney Trains

23 September 2020

Internal Audit and Risk Management Attestation Statement for the 2019–20 Financial Year for Sydney Trains

I, Suzanne Holden, 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 FY2019–20 are:

• Independent Chair, P. Mayers, 1 October 2018 – 30 September 2021

• Independent Member 1, F. Barr, 1 October 2013 – 30 June 2020

• Independent Member 2, T. Davies, 1 October 2013 – 30 June 2020

Suzanne Holden
Acting Chief Executive
Sydney Trains

1 October 2020

NSW cyber security policy attestation statement

Transport
Sydney Trains
NSW GOVERNMENT

Cyber Security Annual Attestation Statement for the 2019-2020 Financial Year for Sydney Trains

I, Suzanne Holden, am of the opinion that Sydney Trains have managed cyber security risks in a manner consistent with the mandatory requirements set out in the NSW Government Cyber Security Policy.

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

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

There exists a current cyber incident response plan for Sydney Trains, the core principles and supporting framework of which were collaboratively tested during the reporting period.

Sydney Trains has an Information Security Management Systems (ISMS) in place covering all critical assets.

Sydney Trains is implementing a 3 year Cyber Uplift Program to continuously improve the management of cyber security governance and resilience.

Suzanne Holden

A/Chief Executive, Sydney Trains

Appendices

Customer satisfaction

Sydney Trains is committed to responding appropriately to our customer complaints and feedback, using the insights generated from the process to guide business decisions and improve the products and services we offer.

We have a Complaint and Feedback Management Standard, which defines the minimum mandatory requirements to meet the commitments outlined in the Transport Customer Complaints and Feedback Policy.

The policy conforms to the NSW Ombudsman's Commitments to Effective Complaint–Handling including:

- treating complainants with respect
- providing clear information on and accessibility for making complaints
- setting good communication standards with customers
- ensuring our employees take ownership of complaints
- ensuring our responses are timely
- ensuring the transparency of complaints processes.

We aim to resolve most complaints within five business days. Where a complaint requires investigation, customers are sent an acknowledgement that includes a tracking reference and information on the complaint handling process. If it is likely to take longer than 20 business days to resolve a complaint, customers are kept informed of progress on a regular basis until the matter is resolved.

Complaints, compliments, enquiries and suggestions about Sydney Trains can be made online via several channels:

- Transport Info Feedback (transportnsw.info) questions and complaints page
- apps such as Feedback2Go and Opal Travel, available for both Android and iOS devices
- Facebook chat.

Customers without access to digital channels may lodge feedback with the 131 500–call centre or by mail. Both of these channels have seen a marked decline in use in recent years, with over 80 per cent of feedback now lodged online.

Sydney Trains received 6368 compliments, suggestions, and enquiries and 13,774 complaints – a reduction of nearly 31 per cent on the previous year.

Customer complaints by key driver and channel

Key driver	Online	Other Channels	Total
Timeliness	4354	244	**4598**
Staff/Customer service	1408	635	**2043**
Safety & security	1358	515	**1873**
Information	1277	181	**1458**
Comfort	1010	118	**1128**
Environment	662	339	**1001**
Cleanliness	657	176	**833**
Access & convenience	516	137	**653**
Ticketing	138	24	**162**
Timetables	24	1	**25**
Total	**11,404**	**2370**	**13,774**

Customer complaint by type and complaint channel
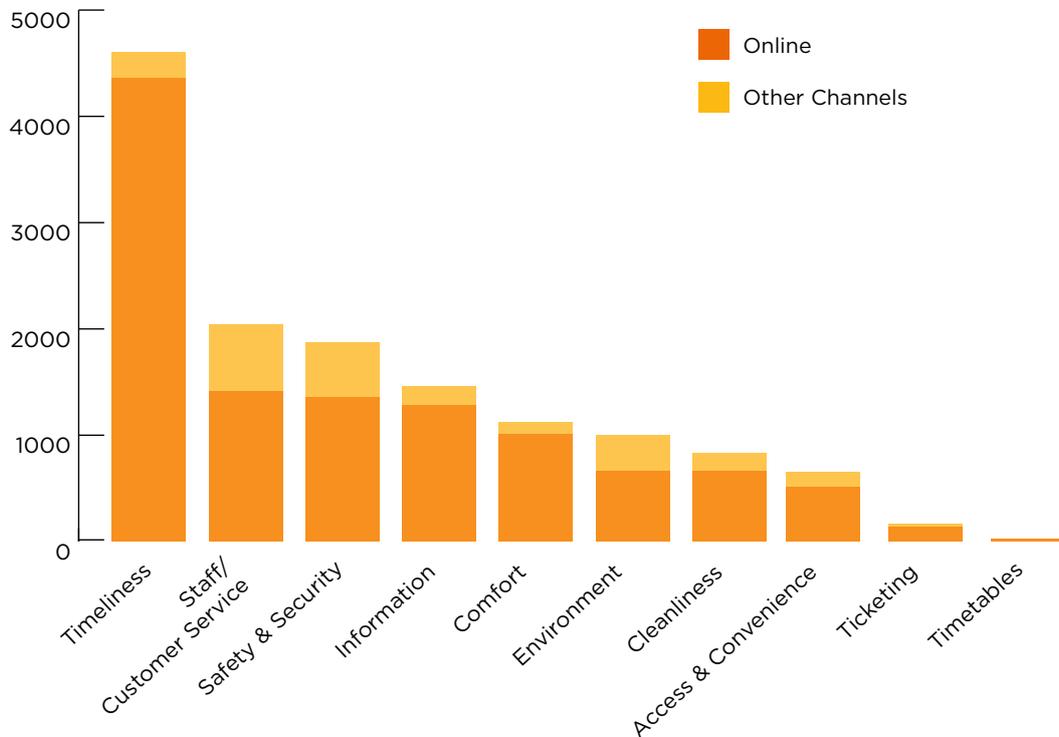
The last day where Sydney Trains saw daily patronage numbers over 1,000,000 customers was 13 March 2020. Up to this date, customer complaints were trending downwards by 22.6 per cent with reductions in all key drivers.

Complaints on timeliness and staff/customer service fell by 28.8 per cent and 10.4 per cent respectively, indicating less dissatisfaction with these service areas, while information complaints had fallen by 27.7 per cent.

The remaining decrease may be largely accounted for by the drop in patronage experienced during the COVID–19 pandemic as large numbers of people have been working from home rather than travelling by train.

Timeliness remains the largest category of complaint, 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.

Service reliability remains the biggest priority for our customers. Four out of the top 10 complaint issues were associated with timeliness.

The only key driver to see an increase in complaint volumes was environment, which rose by 6.9 per cent, from 936 complaints in 2018–19 to 1001 in 2019–20. Noise pollution accounted for the increase from 638 to 721 complaints in this area, with the steepest increase coinciding with the most stringent period of COVID–19 lockdown between March and June 2020.

Ombudsman enquires

We welcome enquires from the NSW Ombudsman as part of our commitment to continually improve our service.

In 2019–20, we recorded six enquiries from the NSW Ombudsman. This included referral of customer enquiries and formal enquiries that were made when assessing a complaint. We worked closely with the NSW Ombudsman to resolve matters and further improve customer experience.

Ombudsman enquires received by subject

Subject	Number of enquiries
Service reliability for 23 August 2019	3
Security on T1 Western Line train – 21 September 2019	1
Boarding and alighting train at Redfern – 2 October 2019	1
Property issue at Otford – 13 November 2019	1
Total	**6**

Work health and safety performance

Sydney Trains health and safety responsibilities are managed through our Safety Management System which meets our obligation under the *Work Health and Safety Act 2011* (NSW) In addition, we provide comprehensive health and wellness programs for employees throughout the year.

Sydney Trains is a licensed self–insurer for worker's compensation held under the *Workers Compensation Act 1987* (NSW). Claims management and return to work services were provided by TfNSW.

In accordance with the provisions of section 38 of the *Work Health and Safety Act 2011*, Sydney Trains reported 31 incidents to SafeWork NSW during the year. These incidents include:

- 16 fatalities as a confirmed or likely consequence of intention to self–harm

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

- 11 incidents involved serious injuries to a worker.

There were no incidents that involved a serious injury to another person.

Sydney Trains incurred no SafeWork NSW prosecutions under the *Work Health and Safety Act 2011* in 2019–20.

Work health and safety performance

Performance indicator	2018-19	2019–20
Notifiable incidents to SafeWork NSW	45	31
Lost time injury due to workplace–related injuries or illness	140	155
LTIFR (per one million hours)	6.8	6.6
Compensable workplace injuries	596	454
Total claim costs ($millions)	11.95	10.79
Prosecutions reported	0	0
Prosecutions under Act	0	0
Workplace safety inspections	1516 safety leadership visits	**1491 safety leadership visits**

Major works in progress

Sydney Trains had no major works in progress as at 30 June 2020.

Research and development

Activity	Status	Partners and collaborators
Energy Dissipation Resistor (EDR) Replacement Project Sydney trains is evaluating technologies to replace the existing life expired EDRs. The research and evaluation aims at optimising capture of regenerated energy from train braking for reuse in order to reduce maintenance costs and power consumption. Currently there are two primary technologies that show promise but further research is required to ensure a systems engineering solution with optimal life cycle cost is developed.	Ongoing	Enotrac Engineering
Conducting research into broken rails, fracture mechanics of rails and growth rates of defects in rails. Sydney Trains continued to work with University of Wollongong into research and analysis of broken rail failures on the network. Research into crack growth and fatigue failure continues with computer models and wheel rail interface parameters being developed to simulate fatigue in the Sydney Trains network.	Ongoing	University of Wollongong

Access to government information

Government Information (Public Access) Act 2009 (GIPA)

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

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	3	4	1	3	0	1	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	2	1	4	0	1	0	1
Not–for–profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	13	1	0	5	0	1	0	0
Members of the public (other)	27	6	6	10	1	4	0	15

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

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

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Personal information applications*	12	2	0	4	0	0	0	1
Access applications (other than personal information applications)	20	9	4	15	1	6	0	4
Access applications that are partly personal information applications and partly other	15	2	4	3	0	1	0	11

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

More than one decision can be made in respect of a particular access application. If so a recording is made in relation to each such decision.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	19
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	19
Invalid applications that subsequently became valid applications	11

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

Consideration category/type	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	1
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under *Electricity Network Assets (Authorised Transactions) Act 2015*	0
Information about authorised transaction under *Land and Property Information NSW (Authorised Transaction) Act 2016*	0

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

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

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	6
Law enforcement and security	1
Individual rights, judicial processes and natural justice	17
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

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

Table F: Timeliness

	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	84
Decided after 35 days (by agreement with applicant)	9
Not decided within time (deemed refusal)	0
Total	**93**

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

	Decisions varied	Decisions upheld	Total
Internal review	0	2	**2**
Review by Information Commissioner	1	1	**2**
Internal review following recommendation under section 93 of Act	1	0	**1**
Review by NCAT	0	0	**0**
Total	**2**	**5**	**5**

The Information Commissioner does not have the authority to vary decisions, but can made 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	5
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency–initiated transfer	0
Applicant–initiated transfer	1

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 four officers undertake international travel during the year. The travel facilitated a range of business initiatives.

Officer title	Travel period	Destination	Purpose of travel
Environment Specialist, Noise	13 Sept to 22 Sept	Belgium	To attend the 13th International Workshop on Railway Noise
Executive Director Engineering and Maintenance	23 Sept to 29 Sept	Spain	To attend the Nova Phase 22 Management meeting
Associate Director Financial Accounting Management Group Rail	19 Oct to 28 Oct	UK	To meet underwriters for the placement of the annual liability and property insurance renewal.
Executive Director Planning and Portfolio Delivery	12 Nov to 16 Nov	UK	To attend the International Suburban Rail Benchmarking Group Management meeting.

Legal

Transport Administration Act 1988

Sydney Trains is a NSW Government agency constituted under the *Transport Administration Act 1988* (NSW). The Act states the common objectives and service delivery priorities of public transport agencies.

Sydney Trains is subject to a wide range of agency specific legislation across transport and passenger operations; as well as complying with whole–of–government legislation, which governs the operations of agencies.

Key legislation includes:

- *Anti–Discrimination Act 1977*
- *Building and Construction Industry Security of Payment Act 1999*
- *Civil Liability Act 2002*
- *Competition and Consumer Act 2010* (Cth)
- *Contaminated Land Management Act 1997*
- *Disability Discrimination Act 1992* (Cth)
- *Electricity Supply Act 1995*
- *Environmental Planning and Assessment Act 1979*
- *Fair Work Act 2009* (Cth)
- *Government Information (Public Access) Act 2009*
- *Government Sector Employment Act 2013*
- *Government Sector Finance Act 2018*
- *Heritage Act 1977*
- *Independent Commission Against Corruption Act 1988*

- *Independent Pricing and Regulatory Tribunal Act 1992*
- *Industrial Relations Act 1996*
- *Ombudsman Act 1974*
- *Passenger Transport Act 1990*
- Passenger Transport (Drugs and Alcohol Testing) Regulation 2020
- Passenger Transport (General) Regulations 2017
- *Public Finance and Audit Act 1983*
- *Privacy and Personal Information Protection Act 1998*
- *Protection of the Environment Operations Act 1997*

- *Rail Safety (Adoption of National Law) Act 2012*
- *Rail Safety National Law (NSW)*
- *Retail Leases Act 1994*
- *State Records Act 1998*
- *Transport Administration Act 1988*
- *Work Health and Safety Act 2011*
- *Workers Compensation Act 1987*
- *Workplace Injury Management and Workers Compensation Act 1998*
- *Workplace Surveillance Act 2005*

Changes in acts and subordinate legislation which impose headline obligations on Sydney Trains

For the period 1 July 2019 to 30 June 2020

New South Wales including applied Acts and Regulations
Building and Construction Industry Security of Payment Amendment Act 2018 (NSW) – Commenced on 21 October 2019
Government Sector Finance Act 2018 (NSW) – Further provisions commenced on 1 July 2019
Landlord and Tenant Act 1899 (NSW) – Repealed on 28 June 2020
Rail Safety National Law (South Australia) (Miscellaneous) Amendment Act 2019 – Commenced on 1 July 2019
Rail Safety National Law National Regulations Variation Regulations 2019 (NSW) – Commenced on 1 July 2019
Rail Safety National Law National Regulations (Fees) Variation Regulations 2019 (NSW) – Commenced on 1 July 2019
Rail Safety National Law National Regulations (Application of Law) Variation Regulations 2019 (NSW) – Commenced on 2 December 2019
Rail Safety (Adoption of National Law) Amendment (Drug and Alcohol Testing) Regulation 2020 (NSW) – Commenced on 13 March 2020
Rail Safety National Law National Regulations (Fees and Other Measures) Variation Regulations 2020 (NSW) – Published 26 June 2020 (commenced on 1 July 2020)
Work Health and Safety Amendment (Review) Act 2020 (NSW) – commenced on 10 June 2020
Commonwealth
Treasury Laws Amendment (Enhancing Whistleblower Protections) Act 2019 (Cth) – Commenced 1 July 2019
Treasury Laws Amendment (Combating Illegal Phoenixing) Act 2020 (Cth) – Commenced on 1 April 2020
Treasury Laws Amendment (2018 Measures No. 4) Act 2019 (Cth) – Further part-commenced on 23 June 2020

Significant judicial decisions affecting the agency or users of its services

National Rail Safety Regulator v Sydney Trains [2019] NSWDC 453

This was a criminal law case against Sydney Trains in relation to the Work Charge (2018/183611) and the Preparation Charge (2018/183633) that arose from a significant workplace incident in 2016. Sydney Trains pleaded guilty and was convicted under the Rail Safety National Law and ordered to pay fines in excess of $500,000.

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 2019-20, Sydney Trains did not receive any internal reviews of conduct relating to the use, access or release of personal information.

Public interest disclosures

Information requested	Number
Number of public officials who have made a Public Interest Disclosure (PID) to Sydney Trains	15
Number of PID received by Sydney Trains	18
PID made by public officials in performing their day–to–day functions	10
PID not covered by above that are made under a statutory or other legal obligation	0
All other PID	8
Total number of PID received	**18**
Number of PID received by category	
Corrupt conduct	16
Maladministration	1
Serious and substantial waste of public money or local government money	1
Government information contraventions	0
Local government pecuniary interest contraventions	0
Total number of PID finalised	**19**

Grants to non–government community organisations

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

Payments to consultants

Consultant	Category	Project	Costs ($)
KPMG	Organisational review	Develop strategic business plans including proposed operating model options	2,358,304
Third Horizon Consulting Pty Ltd	Organisational review	Review of enterprise reporting processes	496,100
KPMG	Organisational review	Development of logistics and supply chain concept strategy	471,770
Deloitte	Training	Executive team leadership development	322,071
Davidson Recruitment Pty Ltd	Management services	Business continuity planning	287,707
EPS Eclat People Solutions Pty Ltd	Training	Executive coaching	123,150
Bronici Consulting Pty Ltd	Training	Assessment and development of training requirements and materials	96,762
Total contracts of $50,000 or more (7 contracts)			**4,155,864**
Total contracts of less than $50,000 (2 contracts)			**54,078**
Total expenditure for 2019–20			**4,209,942**

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–19	115.87	7.34	–	0.20	0.03
Dec–19	63.63	20.68	0.24	0.32	0.39
Mar–20	115.60	10.87	0.54	–	0.04
Jun–20	55.54	6.62	0.13	0.04	0.08
Small business suppliers					
Sept–19	0.75	–	–	–	–
Dec–19	0.26	0.10	–	–	–
Mar–20	0.48	0.03	–	–	–
Jun–20	0.11	0.13	–	–	–

Accounts paid on time within each quarter:

Measure	Sept–19	Dec–19	Mar–20	Jun–20
Suppliers				
Number of accounts due for payment	37,363	26,398	19,983	31,812
Number of accounts paid on time	36,753	26,009	19,485	31,414
Actual % accounts paid on time	98.37	98.53	97.51	98.75
$ amount of accounts due for payment	$776.10m	$628.12m	$507.85m	$683.63m
$ amount of accounts paid on time	$767.70m	$622.53m	$501.75m	$680.32m
Actual % accounts paid on time (based on $)	98.92	99.11	98.80	99.52
Small business suppliers				
Number of accounts due for payment	635	593	402	550
Number of accounts paid on time	606	588	401	550
Actual % accounts paid on time	95.43	99.16	99.75	100
$ amount of accounts due for payment	$9.60m	$6.93m	$4.17m	$7.36m
$ amount of accounts paid on time	$9.52m	$6.86m	$4.17m	$7.36m
Actual % accounts paid on time (based on $)	99.16	99.00	100	100

Sydney Trains paid one interest payment of $28,700 in the current financial year.

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).

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.

Investment management

The interest earned during the year was 0.80 per cent on funds held in the Westpac Treasury Banking system. This was below the benchmark cash investment rate of 1.14 per cent. Sydney Trains is mandated to hold surplus cash in the Westpac Treasury Banking system.

Implementation of price determination

The NSW Government increased fares by 1.9 per cent in line with the cost of living with a $50 weekly Opal cap introduced from 24 June 2019. The previous Independent Pricing and Regulatory Tribunal (IPART) fare determination limits the average adult fare increase to up to 4.2 per cent per annum (including inflation).

In February 2020, IPART recommended a fare increase on average of 5 per cent per annum over the next four years commencing July 2020. The NSW Government has elected not to adopt the IPART recommendations, instead implementing temporary discounts for off–peak travel to help manage social distancing measures as a result of COVID–19.

Annual report production costs

Sydney Trains Annual Report 2019–20.

The estimated production cost including layout, design, proofreading and supply high res PDF and web accessible PDF.

Total: $6710.00

Abbreviations and acronyms

Abbreviations, acronyms and definitions

Acronyms

AFILS	Audio Frequency Induction Loop System
ANZAC	Australia & New Zealand Army Corp
ATP	Automatic Train Protection
CBD	Central Business District
CCTV	Closed Circuit Television
COVID-19	Coronavirus disease
CIFR	Customer Injury Frequency Rate
EA	Enterprise Agreement
EAM	Enterprise Asset Management
ENABLED	Enhancing Abilities and Leveraging Diversity
FSSC	Financial Sustainability Steering Committee
IVR	Interactive Voice Response
LED	Light Emitting Diode
LiDAR	Light Detection and Ranging
LTIFR	Lost Time Injury Frequency Rate
MTS	Metro Trains Sydney
NAIDOC	National Aborigines and Islanders Day of Observation Committee
NRW	National Reconciliation Week
OSI	Operational Safety Index
PID	Public Interest Disclosure
PMES	People Matter Employee Engagement Survey
RAP	Reconciliation Action Plan
RFS	Rural Fire Service
ROC	Rail Operations Centre
SMS	Safety Management System
SPACE	Safety Pride Accountability Collaboration Excellence
SPAD	Signals Passed At Danger
SP&I	Strategy Portfolio and Investment
STEMC	Science, Technology, Engineering and Construction
TfNSW	Transport for New South Wales
WiSE	Women in STEMC Employment

Definitions

Greater Sydney	The five districts defined by the Greater Sydney Commission are: **Eastern** Bayside, Burwood, Canada Bay, Inner West, Randwick, Strathfield, the City of Sydney, Waverley, Woollahra **Northern** Hornsby, Hunters Hill, Ku–ring–gai, Lane Cove, Northern Beaches, Mosman, North Sydney, Ryde, Willoughby **Southern** Canterbury–Bankstown, Georges River, Sutherland **Western** Blue Mountains, Penrith, Hawkesbury, Camden, Campbelltown, Fairfield, Liverpool, Wollondilly **Central River City** 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.
Multi-modal	A journey using more than one form of transport, eg train and light rail
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	All transport agencies, including Sydney Trains and NSW TrainLink, are coordinated by TfNSW 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).