



Sydney Trains

Annual Report

Volume 1 • 2020-21



Sydney Trains

231 Elizabeth St
Sydney NSW 2000

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Letter to Minister

The Hon. Rob Stokes 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 2021.

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 *Government Sector Finance Act 2018*.

Yours sincerely



Matthew Longland
Chief Executive
Sydney Trains

22 October 2021

Contents

Foreword	2
About this report	6
About us	8
About Sydney Trains – who we are	10
What we do	10
Delivering on Transport's purpose	11
Our cultural aspirations, commitments and behaviours	11
Our strategic direction	13
Key facts and figures	18
Assets maintained	20
Delivering on our outcomes	22
COVID-19 our targeted pandemic response	24
Connecting our customers' whole lives	25
Successful places for communities	30
Transport systems and solutions enabling economic activity	33
Thriving people doing meaningful work	36
Financial performance summary	42
Revenue and expenses	44
Government and other contributions and other comprehensive income	44
Transport entity cost recoveries	44
Performance against budget	44
Maintenance expenditure	44
Capital investment	44
Appendices	48
Appendix 1: Customer complaints and feedback	50
Appendix 2: Disability Inclusion Action Plan	51
Appendix 3: Multicultural policies and services	51
Appendix 4: Access to government information	52
Appendix 5: Privacy Management Plan	56
Appendix 6: Legal	57
Appendix 7: Environmental protection and biodiversity	59
Appendix 8: Research and development	60
Appendix 9: Governance framework	61
Appendix 10: Audit and risk management	61
Appendix 11: Cyber Security Policy Attestation Statement	64
Appendix 12: Insurance management	65
Appendix 13: Public interest disclosure	65
Appendix 14: Funds granted to non-government community organisations	66
Appendix 15: Payments to consultants	66
Appendix 16: Payment of accounts	67
Appendix 17: Investment management performance	68
Appendix 18: Implementation of price determination	68
Appendix 19: Overseas travel	69
Appendix 20: Work health and safety performance	69
Appendix 21: Executive and staff remuneration	70
Appendix 22: Workplace relations and policy	75
Abbreviations and acronyms	76
Abbreviations, acronyms and definitions	78



Foreword







From the Chief Executive

As Australia's largest metropolitan rail network, Sydney Trains demonstrated its agility and resilience during the 2020-21 financial year. I was proud to join Transport in June 2021 to lead Sydney Trains as it continued to adapt to take its place at the heart of Greater Sydney's integrated Transport network.

It's a place where our longest-serving employees began working on steam trains before man landed on the moon and today serves customers with breakthrough technology that leads the world in offering accurate real-time train capacity data.

The COVID-19 pandemic changed our business in many ways, highlighting the extraordinary resilience, creativity and determination of our people 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 control the spread of COVID-19.

We managed step changes in our capacity and patronage. The challenge posed by the pandemic also prompted important innovations which we designed to be able to outlast the pandemic, providing better services and information for our customers into the future. 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.

The keystone project was the historic re-decking of our tracks across the Sydney Harbour Bridge, planned over a decade and carried out during the first 10 days of 2021. More than 420 of our people worked over 15,000 hours around-the-clock during literal rain, hail and shine to replace 555 metres of timber deck with 260 3-tonne concrete panels, enabling our trains to cross the iconic bridge more quietly, more smoothly and more reliably.

We bolstered our operational excellence and network resilience by introducing a new Command and Control system for incident management. The system takes advantage of the world-class Rail Operations Centre (ROC) and the co-location of teams from across the organisation to respond to disruptions to our services in a carefully calibrated approach.

Our focus is on serving our customers with safe, comfortable and efficient journeys, putting the customer at the centre of everything we do and informing all of our work. We received, prepared and put into service the last of our 41 new Waratah trains, providing greater comfort for our customers.

We increased and improved the information available to our customers, enabling them to make the best decisions when planning their journeys – this included the giant multi-modal customer information board installed at Central Station, as well as smaller mobile boards to provide information on alternative services during possessions and disruptions. We implemented innovative new safety measures such as the platform gap-filler, which prevented all customer injuries following its installation at Circular Quay in January.

Despite the impacts of COVID-19 and reduced patronage across the network, customer satisfaction reached 94 per cent in November 2020, the highest ever. This is testament to our excellent frontline staff, reliable operations and measures put in place to keep customers safe.

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



Matt Longland
Chief Executive
Sydney Trains

About this report



This service is operated by
NSW Transport
Sydney Trains

CREW ONLY

DO NOT CARRY BAGS



About this report

The Sydney Trains Annual Report 2020–21 provides an overview of our achievements during the 2020–21 financial year against the outcomes from Transport’s *10 Year Blueprint*.

Our annual report aims to keep our customers, community, partners, government and industry informed about our performance and meet the statutory requirements set out in the *Annual Reports (Statutory Bodies) Act 1984*.

Chapter 1 – About us

A profile on who we are, our operating model, our purpose and values, our governance framework and our strategic direction.

Chapter 2 – Delivering on outcomes

Our key achievements in operating and maintaining the heavy rail network and providing rail services for passengers and network control for freight. This chapter presents our business performance results and showcases the programs and projects that we delivered this year to improve performance against our outcomes.

Chapter 3 – Financial overview

An overview of our financial results for 2020–21. A comprehensive set of financial statements on all activities is available in Volume 2 of this report.

Appendices

Our reporting requirements according to our statutory obligations.

Volume 2

The audited financial statements and Independent Auditor’s Report for Sydney Trains.

About us





About Sydney Trains - who we are

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

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

Sydney Trains is a part of the Greater Sydney division of TfNSW. As part of Greater Sydney, we operate and maintain the heavy rail network and provide rail services for passengers and network control for freight. Together with other transport operators, we work to provide safe, integrated, seamless journeys for our customers.

Sydney Trains is the largest public transport system in Australia, with pre-COVID annual patronage approaching 400 million. However, the impact of the COVID-19 pandemic saw annual patronage levels decline to 195 million by 30 June 2021.

While patronage growth has been impacted by COVID-19 and future demand is unclear, we are looking forward and are preparing to play our part in making public transport a preferred transport choice for the people of Greater Sydney.

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

Sydney Trains is committed to delivering the four outcomes from Transport's *10 Year Blueprint*:

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

What we do

Sydney Trains is the suburban passenger rail network servicing Greater Sydney with just over 11,000 employees. We operate heavy rail services across the area bounded by Berowra, Emu Plains, Macarthur, Richmond, Leppington, Cronulla, Bondi and Waterfall. The heavy rail network is the backbone of the Greater Sydney public transport system.

Sydney Trains is responsible for maintaining assets valued at over \$44 billion at current replacement cost. Our maintenance responsibility extends beyond the area we provide service to and includes the area bounded by Bomaderry, Lithgow and the Newcastle Interchange. We partner with and maintain a large portion of the infrastructure and fleet used by NSW TrainLink – the intercity and regional train fleets. Freight and heritage third parties apply for access to use the infrastructure and train paths on our network.

The Rail Operations Centre (ROC) serves as the mission-critical 'nerve centre' to provide network control services for our fleet as well as third party and freight operators, keeping our passengers and customers moving.



Delivering on Transport's purpose

Transport for NSW purpose

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

Sydney Trains' mission

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

Transport outcomes

Transport outcomes describe the goals the cluster aspires to achieve with its partners:

- **Connecting our customers' whole lives** – deliver and enable transport solutions that blend seamlessly into our customers' lifestyles, catering for the wide range of journey types needed by people and for the movement of freight.
- **Successful places for communities** – help create places that integrate the right mix of infrastructure, services and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes.
- **Transport systems and solutions that enable economic activity** – deliver quality assets and efficient transport networks, at the right price, and ensure transport investments and solutions serve the people of NSW.
- **Thriving people doing meaningful work** – be proactive and deliberate in designing our ways of working and workplaces so we build on our people's capabilities, create a culture of success and align our people to work together in new ways to foster innovation.

Sydney Trains' priorities

We focus on our priorities to achieve our vision. They tackle head-on the most consequential and significant challenges facing us as an enterprise. Our three priorities are what matter most and serve as a mechanism to drive change.



Customer at the centre

The customer continually occupies our thinking from planning to delivery – putting the customer first is part of our DNA.



Operational excellence every day

Operational excellence centres on the considered and thoughtful planning of accessible, seamless, informed and safe journeys for our customers every day.



Sustainability is our future

Sustainability ensures our longevity so we can continue to provide increased services to customers across the network as the population of NSW expands exponentially.

Our cultural aspirations, commitments and behaviours

Transport cultural aspirations

Transport's cultural aspirations help Sydney Trains hold true to who we are, and how we need to lead and work every day to deliver on our priorities and outcomes:

- **Customer at the centre** – we are driven to deliver the best possible experiences and outcomes for our customers. We will actively engage our customers early and often, to deeply understand their needs and expectations. We will use these insights to shape everything we deliver or enable for our customers.
- **People at the heart** – our people are proud to work at Transport. Our leaders connect with our people, empowering them to succeed and making everyone part of something bigger. We will be an integrated, flexible, diverse and inclusive business that delivers for customers, communities and the people of NSW.
- **For the greater good** – we make decisions that balance the needs of customers, communities and the people of NSW. We will make a real and lasting difference to peoples' lives and are known for the positive legacy we leave behind.

Transport's ways of leading influence how we work

Transport's five ways of leading are for everyone, they reflect the way we want to lead and work every day, and help us realise our aspirational culture:



Empowering is about trusting others. It's being clear on purpose and believing in collective wisdom. It includes being transparent, collaborating and creating opportunities to realise the potential of all.



Creative is about forging new paths and adopting a curious and open mindset. It includes asking 'what if?', finding new ways of doing things and sharing learnings.



Courageous is about accepting challenges and committing to doing the right thing. It includes seeing things as they are, speaking up, pushing through barriers and challenging the status quo.



Caring is about encouraging the heart, starting from the place of forming caring relationships. It includes being true to self and accepting of others, to enhance belonging and worthiness.



Sustainable is about making smart choices. It includes delivering on promises, getting the basics right, leveraging what we have and staying strong for tomorrow.

Sydney Trains' commitments

Our commitments are the foundation stone that supports our customers and people, to ensure we can deliver on our priorities.



Safety at our core

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



People at the heart

The best attribute of any organisation is high performing teams. We aim to attract newcomers and keep people engaged and proud to be working for Sydney Trains.

Sydney Trains SPACE behaviours

The SPACE framework refers to our key behaviours: Safety, Pride, Accountability, Collaboration and Excellence. These behaviours sit at the centre of everything we do at Sydney Trains and are considered in partnership with the Code of Conduct to guide our work and responsibilities.



Safety

Promoting the core belief that safety is our greatest priority and that all injuries are preventable.



Pride

Taking pride in your role, your presentation and recognising your value within the organisation.



Accountability

Owning your actions and being bold and pragmatic in decision making, while expecting the same from your team.



Collaboration

Promoting open communication, working effectively across lines, accommodating different perspectives and sharing ideas.



Excellence

Striving for excellence; focusing on the optimum end result and continuously acting to exceed your expectations and those of the business and customers.

Our strategic direction

At Sydney Trains our strategic direction is guided by multiple external and Transport internal strategies and plans, including the NSW Government's agenda, vision and drivers, and Transport's legislative mandate.

The Premier's Priorities, *Future Transport 2056* and Transport's *10-year Blueprint* as well as the Sydney Trains' Corporate Plan guide us to achieve the best outcomes for our people, our customers, our communities and the people of NSW.

Future Transport 2056

Future Transport 2056 is a suite of strategies and plans that set the 40-year vision, directions and principles for customer mobility in NSW, guiding transport investment over the longer term. It presents a glimpse of the large economic and societal shifts we will see in the future, to ensure we respond to rapid changes in technology and innovation to create and maintain a world-class, safe, efficient and reliable transport system.

The *Future Transport 2056* vision is built on six principles:

- **Customer focused:** Customer experiences are seamless, interactive and personalised, supported by technology and data.
- **Successful places:** The liveability, amenity and economic success of communities and places should be enhanced by transport.
- **A strong economy:** The transport system powers NSW's future \$1.3 trillion economy and enables economic activity across the State.
- **Safety and performance:** Every customer should enjoy safe travel across a high performing, efficient network.
- **Accessible services:** Transport should enable everyone to get the most out of life, wherever they live and whatever their age, ability or personal circumstances.
- **Sustainability:** The transport system should be economically and environmentally sustainable, affordable for customers and support emissions reductions.

Connecting to the future, Transport's 10 Year Blueprint

Transport's *10 Year Blueprint* sets a medium-term direction to deliver our *Future Transport 2056* strategy. It focuses efforts on the best responses to the challenges and opportunities of emerging technologies and mobility solutions, and the changing expectations from customers and communities about how they want to live, work and travel.

The four outcomes in the Blueprint are Transport's overarching outcomes, and reflect on the value we aspire to deliver. They are:

- Connecting our customers' whole lives
- Successful places for communities
- Transport systems and solutions that enable economic activity
- Thriving people doing meaningful work.

Sydney Trains' 2020–21 Corporate Plan

Our Corporate Plan 2020-2021 provided the strategic context for the initiatives we undertook, enabling us to continue offering public transport and supporting freight and third party services.

The plan had three priorities – customer at the centre, operational excellence every day and sustainability as our future. These priorities were put in place to shape our future planning in a way that will help realise TfNSW's *Future Transport 2056* strategy. In the near term, they will enable us to support the outcomes, ambitions and strategic priorities of the TfNSW *10 Year Blueprint*, supported by our commitment to people at the heart and safety at our core.

Transport's operating model

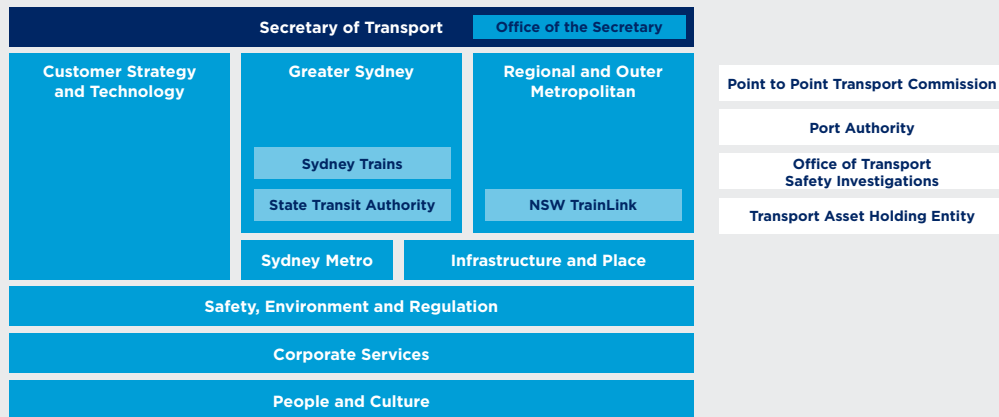
The Transport cluster is made up of TfNSW and an extended network of government agencies. The operating model shows how these organisations integrate and support one another to deliver.

Transport's structure makes it possible for all the agencies and organisations in the cluster to work as one, to drive our customer and community outcomes by achieving the goals and objectives of our *10 Year Blueprint* and *Future Transport 2056* vision.

The operating model facilitates a place-based approach to transport, with a focus on mobility and end-to-end journeys rather than individual modes of transport, to create a seamless travel experience for our customers.

Sydney Trains is an agency of the Greater Sydney division.

The Transport model



Transport cluster operating model as at 30 June 2021

From 1 July 2020, RailCorp was converted into the Transport Asset Holding Entity (TAHE) and established as an independent statutory state-owned corporation. The TAHE assumed ownership of RailCorp's asset base, which is primarily comprised of heavy rail assets. The TAHE Board comprises three independent members (including the Chair), the Chief Executive Officer and the Transport Secretary who is a statutory appointment.

Sydney Trains' operating model

Sydney Trains' operating model facilitates service delivery to our customers across three branches and support services in strategy, planning, investment, safety, project management and corporate services.

The Sydney Trains model



Sydney Trains operating model as at 30 June 2021

Our organisational structure

Customer Operations delivers helpful, efficient and caring service across the 169 station network and transfer points to our customers. The branch provides timely customer information and support, as well as safe, clean, vibrant and connected environments to ensure memorable customer journeys.

The branch manages the day of operations control function through the ROC for Sydney Trains and other modes. The team delivers service planning and timetabling, intelligence and security for the network, and incident readiness and response. The team also maintains all NSW stations.

Train Crewing is the custodian of the customer on-board experience. They deliver safe and reliable train operations. They manage and roster qualified train crew, drivers and guards to ensure crew availability to deliver safe, reliable train services to our customers.

Engineering and Maintenance manage the annual maintenance program for infrastructure and fleet for Sydney Trains and NSW TrainLink, delivering a safe, reliable passenger fleet and rail network.

Safety, Environment, Quality and Risk delivers 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.

They 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.

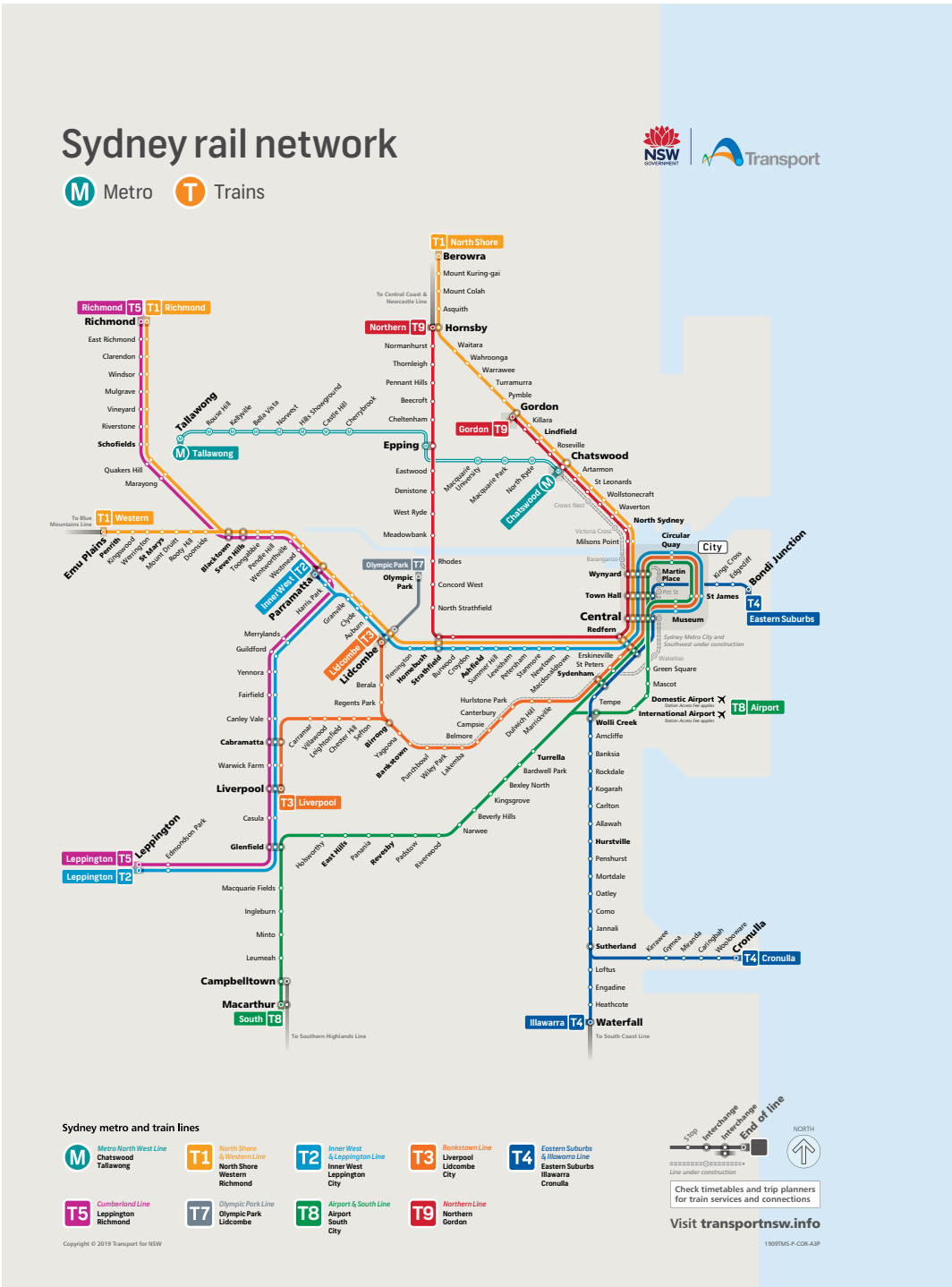
Strategy, Portfolio and Investment sets the strategic direction for Sydney Trains and manages investment priorities, funding and allocations to ensure cohesive transformation with improved transparency, accountability and visibility. They are the single point of contact and coordination for large scale transport-related growth programs such as Sydney Metro, More Trains, More Services, Digital Systems and the Central Precinct to help deliver world-class train services in Sydney.

Finance and Business Services supports Sydney Trains and NSW TrainLink by providing finance, procurement, information technology, internal audit, legal and governance, fraud and corruption investigation and investment management services.

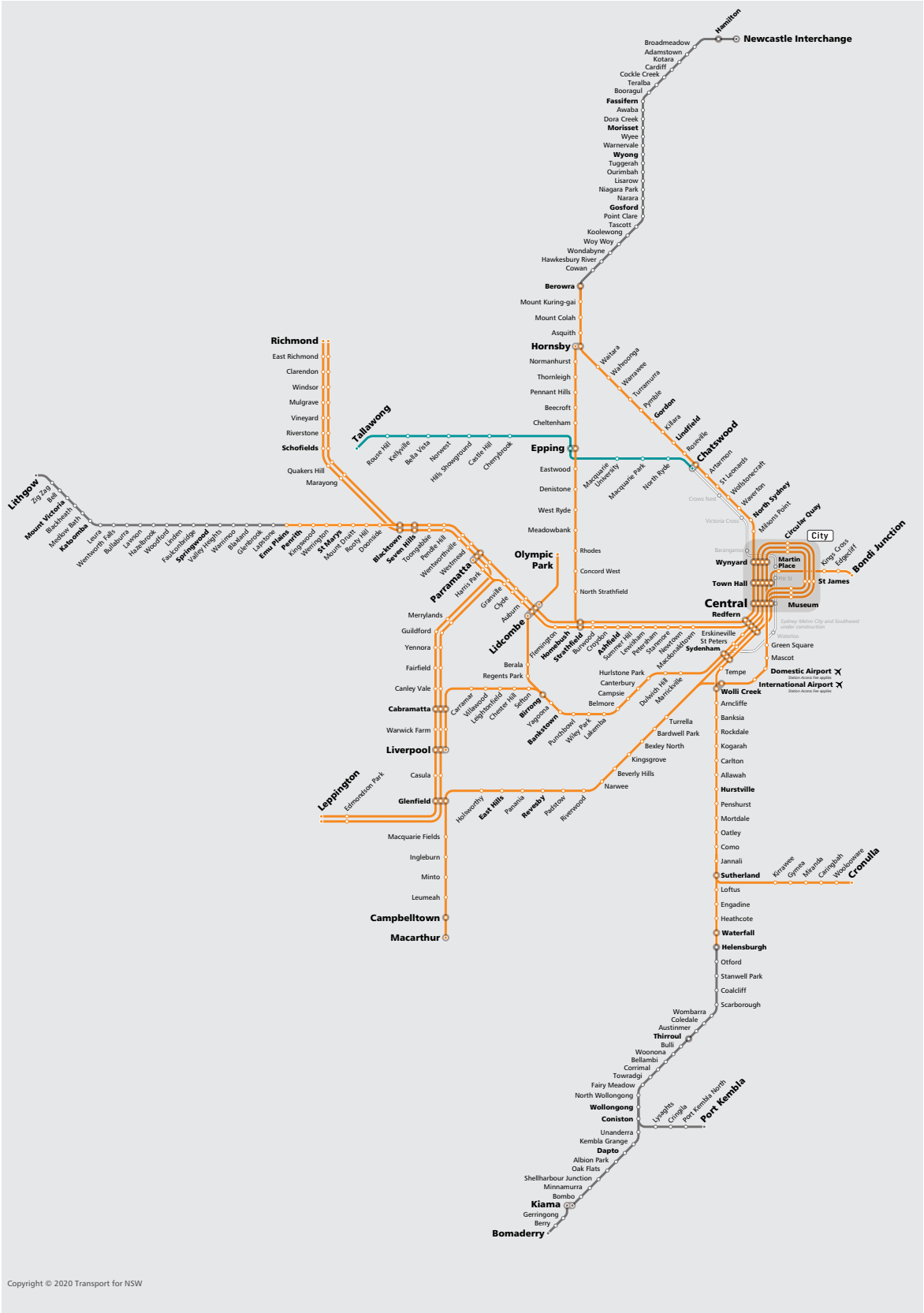
People and Corporate Affairs attracts, develops and retains a skilled workforce capable of meeting the evolving needs of Sydney Trains and its customers. The branch provides ongoing support to its employees and managers, delivering outstanding end-to-end people experiences. The People and Corporate Affairs branch also facilitates an ongoing conversation between Sydney Trains' employees, its customers, the media and government.



Sydney rail network



Sydney Trains' asset management boundaries



Key facts and figures



More than

195*
million

annual patronage



659,000[#]

passenger journeys
per weekday
(during COVID-19)



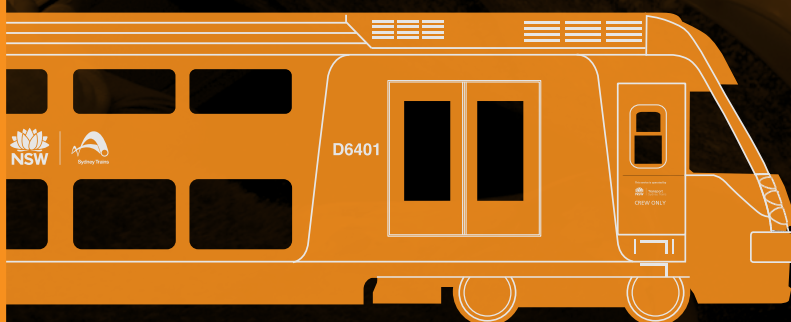
46,000

timetabled stops
per weekday



3200

timetabled
services
per weekday



1000+

number of passengers one
eight-car train can carry



65%

customers travel
to and from work



39%

customers travel
at least 4 days
per week



**11K
workforce**



Facebook followers

51,100

reached 5,377,770
people up 48.2%



\$3.8b

total cost of operations



\$44b

assets under management at
current replacement cost



LinkedIn followers

45,108

up 37.8%

Assets maintained



292

Train stations

169 Sydney Trains
(including 4 on
the Airport Line)

123 NSW TrainLink



3962

signals



899km

electrified
mainline track
(Sydney Trains
only)



127

accessible
train stations



1478

track turnouts



118

escalators



2287 fleet

electric & diesel cars
(including 506 NSW
TrainLink)



1184

bridges



87

level crossings



7011

track circuits



67

tunnels



**10K+
CCTV**

cameras
maintained



442

lifts



1821km

track maintained includes
mainline and sidings
20 km on the Airport Line
and NSW Trainlink

1536km

1536 km overhead
wiring maintained (incl
NSW Trainlink)



166

electrical substations
and section huts



1800km

optical fibre



784

help points

Delivering on our outcomes





COVID-19 our targeted pandemic response

The evolving COVID-19 situation played a major role in shaping the timing, scale and content of many of our key projects and outcomes for the 2020-21 financial year. Getting our customers and essential workers to where they needed to go and providing a safe, positive, experience, even in times of unprecedented challenges, was a key focus in 2020-21.

We quickly adapted our services to meet the needs of our customers, their communities and freight operators during the COVID-19 pandemic. And with credit to the COVID-safe initiatives taken within Sydney Trains and as part of the broader Transport response – including cleaning, physical distancing, flexible working arrangements and mask-wearing during critical periods – there wasn't a single confirmed transmission of COVID-19 on our public transport network or within our workplaces during the year.

Changes in our capacity and patronage occurred during the year as part of the evolving COVID-Safe Transport Plan. In response to COVID-19 we limited capacity using green dots and progressively increased patronage as the risk receded. We not only maintained the full-service timetable throughout the year but increased the number of services to support increased patronage while maintaining safe physical distancing.

Additional cleaning and sanitisation for COVID-safety continued throughout the year. There were consistently more than 10,500 additional hours of cleaning across the network each week – including more than 17,000 weekly carriage wipe-downs and more than 8000 crew cab cleans. With each change, there was a rapid rollout of clear messaging across digital and static posters, as well as platform and on-board announcements and the Sydney Trains social media channels.

At all times, we kept our hands on the levers – and green dots on the fleet – ready to return to COVID-safe capacity and conditions for our customers and our people if the threat re-emerged.

Sydney Trains COVID-19 Taskforce

The Sydney Trains COVID-19 Taskforce was established in March 2020, with the emergence of the pandemic, and continued to manage the agency's response throughout the 2020-21 financial year. The 40-member Taskforce included representatives from the major operational and support teams across the organisation. It worked in close consultation with the Sydney Trains Executive Team, the Greater Sydney COVID response team and the Transport COVID-19 Taskforce to ensure alignment of actions taken.

Over the year, the impact of the pandemic affected every part of the business, from the masks worn by our frontline teams to the timing of our major works and maintenance commitments, and the Taskforce enabled rapid response, collaboration and coordination at all times.

COVID innovation

Key initiatives included the development, procurement and rapid rollout of electronic whistles for frontline teams. This innovation provided a safer option for the right of way activities performed by Sydney Trains crew and station staff and was adopted for use by similar roles associated with other modes across Transport.

Alongside this, the Sydney Trains Taskforce facilitated the installation of artificial intelligence-driven monitoring of mask-wearing at key interchanges across the network to help determine when and where further communication and mask distribution could improve compliance and community safety.

The focus on technological solutions extended to customer communications, with a new urgency to provide real-time service capacity information to enable customers to make better travel choices. This gave momentum to providing customers with capacity information covering the entire fleet, not just the Waratah sets.



Connecting our customers' whole lives

Customer at the centre

We continued to support the modernisation of the network and integration with the new metro and other modes of transport to improve our customers' end-to-end journeys and provide more joined-up transport experiences. More retail, better customer information and station enhancements continued to improve our customers' experiences.

The last of the 17 new Waratah Series 2 trains entered service over the past year, with the final set (B41) joining the fleet five months ahead of schedule as part of Australia's fastest train delivery. The final 41st train in the Waratah Series 2 fleet operates on the T2 Inner West and Leppington, T3 Bankstown and T8 Airport to South lines.

These new trains deliver greater comfort for customers and spend less time in maintenance and more time on the tracks, with improved technical capability that allows for predictive maintenance.

We have been pivotal in introducing a new Transport-wide Lost Property System that improves the ability for customers to be

reunited with items left behind at stations, on trains or while travelling on other modes of transport in NSW.

We continued to develop relationships and partnerships to build goodwill, 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 level of customer satisfaction
- trains on time
- customer on-time arrival
- cleanliness of our trains and stations
- improved customer service
- improved customer information
- reduced customer complaints.

In November 2020 our overall customer satisfaction achieved the highest levels since the survey commenced in 2012, reaching 94 per cent.¹

	November 2020	May 2021	Since 2012
Overall level of customer satisfaction	94%	93%	+14%
Timeliness	90%	88%	+13%
Safety & security	92%	93%	+12%
Convenience	92%	91%	+5%
Accessibility	95%	94%	+7%
Comfort	93%	91%	+15%
Cleanliness	92%	91%	+22%
Information	93%	91%	+16%
Customer service	90%	88%	+14%

¹ TfNSW Customer Satisfaction Index, November 2020. Due to the response to COVID-19 the May 2020 Customer Satisfaction Survey was not conducted. This has impacted our ability to provide best practice 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.

Improving customer information and communication

Sydney Trains has continued to improve the accuracy, timeliness and accessibility of information available at our stations to improve our customers' journey experience. More than 1700 frontline team members use smartphones to access information about service disruptions, passenger loading, station accessibility, significant attractions near the station, and real-time service running information to keep our customers informed on their journey.

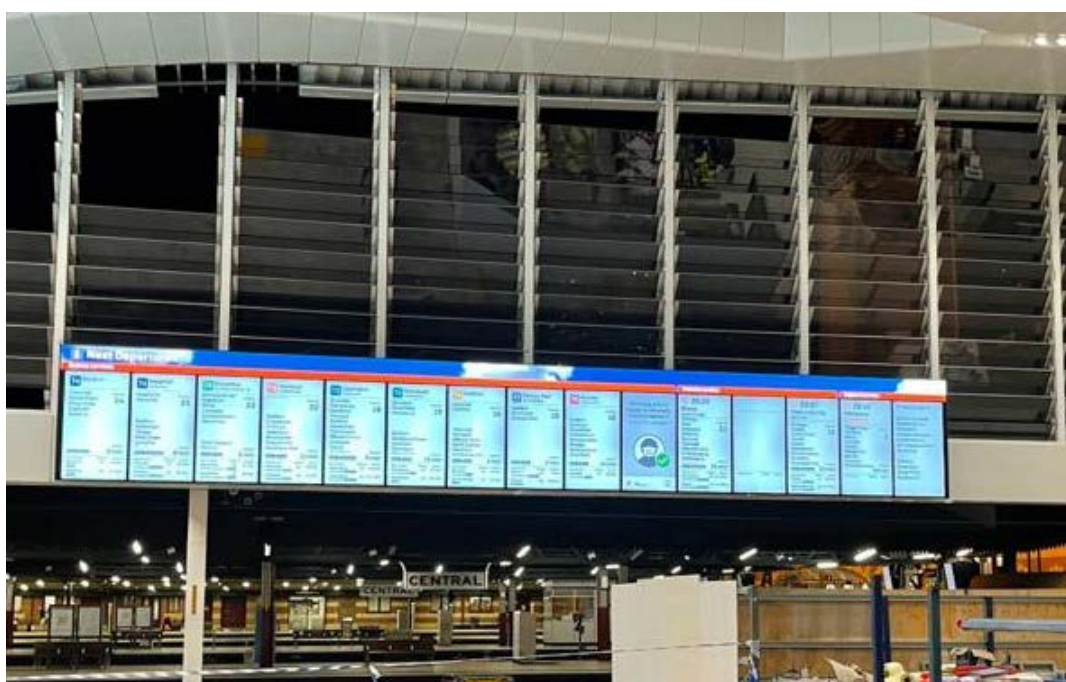
Digital upgrades to general public announcement (PA) systems continue to provide better quality audio, making it easier for customers to hear announcements. These upgrades also reduce the noise spill outside the station environment, benefiting nearby residents and businesses, delivering more consistent and clear messages to nearly all Sydney Trains' stations.

Customer Operations delivered a new customer information indicator board at Central Station's Northern Intercity Concourse. Measuring nearly 15 metres long by over two metres high and weighing over three tonnes, the new indicator board allows customers to check at a glance a spectrum of real-time Sydney Trains and NSW TrainLink services.

The indicator board is unlike anything else we have seen before on the network. It is key in transforming Central Station into a future-ready, multi-modal hub for our customers. It has 23 high-definition LED panels and 15 displays. The board can be controlled remotely and displays metro, bus and light-rail services to support customers with multi-modal travel. In addition to real-time service information, it displays track work, special events and service alerts.

Innovative solutions were needed to support multi-modal travel during the 10-day Sydney Harbour Bridge shutdown in January 2021. While the rail deck was being replaced on the Sydney Harbour Bridge, approaching customers needed to be diverted to other transport modes to complete their trip across Sydney Harbour. Customers were kept informed of alternative travel options within the station environment via large placards, station announcements and by employees being present to direct them. During January, digital screens were rolled out displaying real-time interchange information guiding commuters arriving at Wynyard and North Sydney stations.

The teams used open data from TfNSW to design the mobile digital screen solution, which informed customers about their alternative transport options in real-time. Displaying real-time, multi-modal information to help customers move through our stations is all part of creating great precincts and places.



Operational excellence everyday keeping our customers on time

ON TIME PERFORMANCE TABLE

Sydney Trains' Peak – Customers on time and punctuality

KPIs	Jul 2020 %	Aug 2020 %	Sep 2020 %	Oct 2020 %	Nov 2020 %	Dec 2020 %	Jan 2021 %	Feb 2021 %	Mar 2021 %	Apr 2021 %	May 2021 %	Jun 21 %	FY 2021
Customers on time													
target	97.8	97.1	97.3	98.5	97.3	97.6	96.6	95.6	94.8	96.2	93.7	97.0	96.4
-92%													
Peak (service) punctuality													
target	96.6	95.4	95.4	97.8	96.0	96.5	95.3	93.6	92.5	94.4	91.5	95.0	95.0
-92%													

Sydney Trains operates hundreds of services every day to help our customers to get where they need to go. Service reliability, trains on time, remains our customers' number one priority. We measure our customers' travel experiences during peak period services with our customers' on-time and peak service punctuality KPIs.

Measuring specific impacts to our customers means we make operational and investment decisions based on what matters most to customers, how it impacts them and potential benefits. This drives better customer outcomes, as we can focus on the impact of incidents on journeys. We can also apply this measure to investment decisions. If we determine a specific issue is causing significant lost time for customers, we can work together to resolve it and invest where we need to.

Unexpected incidents occur for several reasons including fleet, track and signalling issues, fatalities, threats of self-harm, vandalism, extreme weather conditions, operational issues and sick passengers.

When an unexpected incident did occur, we worked hard to restore services as quickly as possible. 96.4 per cent of our customers arrived at their final destination within five minutes of their planned arrival time.

Our full-year punctuality, 95 per cent of services arriving within five minutes of the scheduled time, was higher than our 92 per cent target and significantly higher from April through to June when passenger numbers were down due to COVID-19.

Keeping our fleet and network safe

Our Fleet Maintenance team has significantly improved the on-time running of our trains and reduced in-service incidents by introducing pre-departure checks across the entire fleet of electric trains maintained by Sydney Trains. We completed just over 11,600 pre-departure checks during the year.

We perform pre-departure checks before a train departs for its first timetabled run each day at the maintenance centre or stabling yard. The checks identify and resolve any issues, and inspect safety-critical systems like brakes and doors. Every week, checks are performed on approximately 362 x 8-car sets across our electric fleet maintenance centres and selected stabling yards before the trains enter service for the day.

We use drones for maintenance and monitoring purposes. Up to 300 flights and 80 hours of air time were delivered this year. In the first six months of 2021, the use of drones to perform visual inspections in the rail corridor has already achieved a minimum of 160 hours reduction in danger zone working and 175 hours reduction in working at heights.

Supporting Sydney events

During the pandemic, many events were cancelled, nevertheless, Sydney Trains continued to coordinate train services for concerts, sporting and public events. These included New Year's Eve (NYE), Mardi Gras and Anzac Day. We provided fast and efficient transport options for our customers.

New Year's Eve was the first major event since COVID-19 restrictions earlier in 2020. Event plans were developed, with significant collaboration across Sydney Trains, Transport and other government agencies to keep our customers safe – the outcome was a truly integrated plan.

On ANZAC Day, we showed our respect and helped honour past and present members of our armed services with tea, biscuits, wreath-laying and the Last Post. Station staff at Central, Museum, St James, Bondi Junction, Town Hall, Wynyard and Martin Place worked from well before the crack of dawn to provide early morning tea, coffee and Anzac biscuits for people attending services and the march at Martin Place. While the sun was still rising, a special broadcast invited customers and staff to pause when the Last Post rang out across all our stations at 6 am.

Embedding a culture of safety at Sydney Trains

Our commitment to ensure our people and customers go home safely is at the core of the Enterprise Safety Culture Program. We continued to embed our purpose statement 'Safety together: it starts with me', by implementing a range of safety initiatives to improve safety outcomes across the business.

The initiatives included increasing leaders and teams' awareness about their critical risks – those that can cause significant harm, injury or death. We worked closely with frontline leaders to deliver more effective and engaging conversations with our people around safety and share best practices across teams to improve risk controls.

Our executive team visited and talked with our frontline teams, in operational areas, about the work they do and how they keep themselves and their workmates safe. Over 1300 safety visits were completed, safety culture sessions were also delivered to 90 apprentices in Engineering and Maintenance, to reinforce our commitment to safety and how important it is for the frontline staff to call out any unsafe behaviour or hazard before they complete work.

Reinforcement of safe behaviours and improvements to the controls were focused on areas of the business that experience the most critical risks. Effective cross-functional and team 30/60/90-day critical-risk plans to drive continuous improvements, with input from frontline teams, have been implemented. The success of these plans and their implementation has been a combination of leader-led and staff-driven agreements on improvements, which required extensive engagement but has driven improved outcomes. Reporting systems and processes have checked the effectiveness of controls and increased the reporting of incidents.

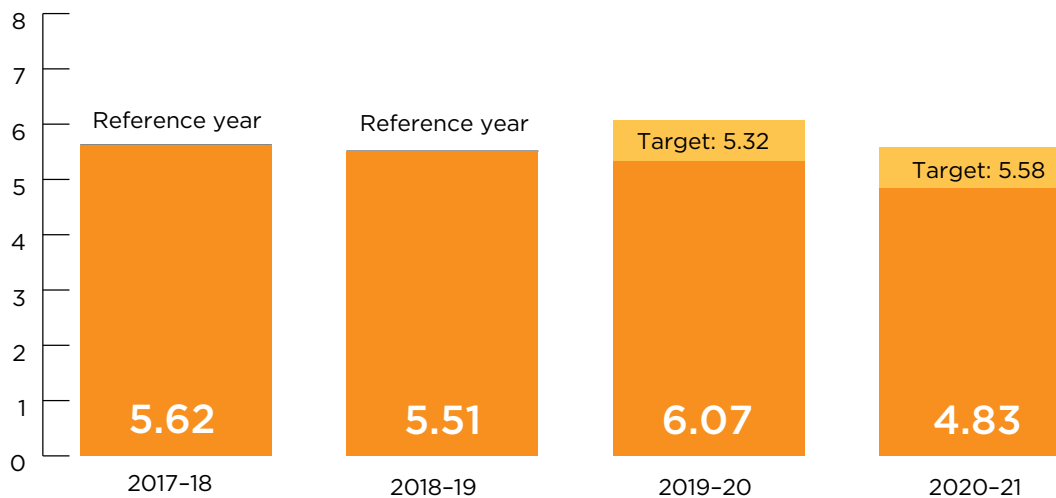
To deliver workshops, training and safety culture sessions, we went online to connect with our people, to keep safety at the top of everyone's mind, build safety leadership capability and promote safe behaviours.

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 customer injuries every year by implementing targeted campaigns to increase awareness on our network and work collaboratively with our cross-functional branches to champion customer safety improvements.

While COVID-19 impacted patronage, we performed better than target and have achieved a CIFR of 4.83, down 20 per cent from last year.



CUSTOMER INJURY FREQUENCY RATE



The School Program continued to educate school students and raise awareness in the community on the importance of travelling safely on and around trains, platforms and stations. The School Program offered free rail safety workshops to students and community groups and reached the community through school visits, university orientation weeks, community events and Youth Justice Conferences.

The School Program team visited 60 schools and community groups and delivered rail safety education to over 3000 students. The team also participated in eight events through community information stalls and children's activity tents to open the conversation and answer customer questions on safety. The School Program has

worked with Disability Awareness Australia and conducted station visits in addition to our workshops to help prepare these customers to travel independently with confidence. We hosted 16 disability groups reaching over 130 participants.

The Lifeline Signage Project promotes self-care, help-seeking, and the use of Lifeline crisis support services to prevent rail suicidal behaviour. We installed Lifeline signage at Sydney Trains stations.

Successful places for communities

Future Transport 2056

Future Transport 2056 plans for a dynamic network that improves customer choices and options and is key to the sustainability and resilience of our future network. Sydney Trains worked in partnership with TfNSW to coordinate and facilitate Transport-delivered growth programs into the Sydney Trains Rail Network and operations. Growth Programs included More Trains, More Services, Sydney Metro Integration, the revitalisation of Central Station and digital systems to replace legacy signalling and train control technologies with digital train control systems.

Increasing network resilience and managing disruptions



To improve our approach to managing disruption and deliver better and more consistent customer experiences Customer Operations established a new Command and Control System. The system maximised the ROC and the co-location of our network operators.

Command and Control is a simple structure that makes it easier to work together as one team and communicate through a designated chain of command. We can proactively monitor the network and respond when incidents occur immediately. It establishes three response levels (Operational, Tactical and Strategic) via Bronze, Silver, and Gold Commanders. During crisis events, we appoint a Diamond Commander.

Incidents have been re-categorised as routine, critical incidents or crisis events. When an incident is declared a crisis event (level 3), it will trigger the appointment of the Crisis Event Chair (CEC) as the Diamond Commander and the stand-up of the Crisis Management Team (CMT) to support incident response and recovery.

During COVID-19 we moved some workgroups out of the ROC to enable greater physical distancing between employees and to minimise the possible transmission of infection. Should an employee become unwell, we were still able to ensure our teams delivered an essential service to the community at all times.

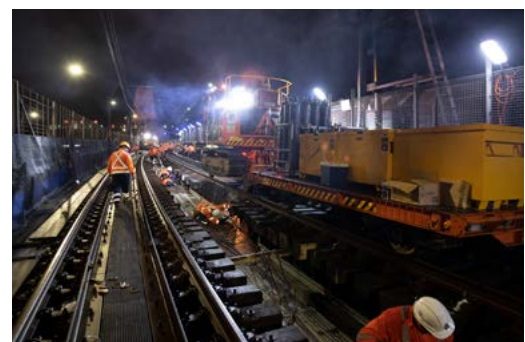
Maintaining our assets into the future.

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.

In January 2021, we took the opportunity to complete maintenance work on the Sydney Harbour Bridge – one of the busiest sections of the network. This work closed the bridge for the first ten days of January 2021 but now extends the life of the 88-year-old railway corridor on the bridge by 120 years.

On both approaches to the bridge, the timber deck was replaced with a longer-lasting concrete structure. To achieve this, crew lifted the railway tracks, shifted the overhead power wires, temporarily dismantled the signalling system and finally removed the timber deck. They then laid more than 1000 tonnes of a pre-cast concrete deck, before putting the railway back together. It was a unique opportunity to improve the reliability of the rail corridor on a much loved Australian icon.

The January 2021 work was the first step towards replacing all the timber rail decks across the bridge, with the entire project expected to take five years. As part of our environmental licence obligations, we kept residents and businesses adjacent to the rail corridor informed of planned infrastructure maintenance scheduled outside of business hours.





Heritage 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 TrainLink 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, projects and programs progressed in collaboration with Heritage NSW and other heritage partners include:

- ongoing roll-out of an employee training package for Sydney Trains' project managers on heritage management, as well as delivery of focused team workshops and staff engagement on heritage practices
- collaboration with several external organisations to support the research and interpretation of Sydney Trains' heritage places, including partnering with the University of Sydney to develop Conservation Management Plans for Sydney Trains, heritage places, and with Sydney Living Museums as part of the digital 'Sydney Open' program in 2020
- several community open days marking historical milestones such as commemorating 20 years of the Sydney Olympics with a commemorative train; 100 years of the Central Station clock tower with staff tours; and 140 years of Stuart Town Station with a commemorative artwork and community day as part of the annual 'Man from Ironbark' festival
- review and updating of the Sydney Trains S170 heritage register as part of a heritage review project, including identification and registration of new listings. S170 register was updated and submitted to Heritage NSW in December 2020. Extensive work was undertaken to present all S170 information in a web-GIS system allowing easy access to heritage data
- development of asset-class strategies and conservation management strategies for key assets managed by Sydney Trains and listed on the State Heritage Register
- self-approval of 241 heritage applications applying agency exemptions for works to items listed on the State Heritage Register. In addition, Sydney Trains submitted 30 applications to be approved by NSW Heritage for works to items listed on the State Heritage Register. Of all minor works approved over the last 12 months at SHR sites, 93 per cent was assessed and approved by Sydney Trains Heritage Specialists.

Improving the station environment

Key maintenance projects at our stations include:

- major external repairs to Lindfield lift shafts
- major repairs to Bathurst Station including the construction of six brand new sandstone chimneys
- six escalator overhauls
- 11 major lift overhauls
- 22 minor lift overhauls.

The Facilities Maintenance Team seized the opportunity during the pandemic to plan and undertake complex maintenance works. Maintaining our escalators and lifts means our customers can move smoothly and safely through our stations, especially customers with a disability or mobility issues, or parents with prams. The team completed major escalator overhauls at Central Station, Bondi Junction and Redfern.

The team also took the opportunity to undertake smaller scale, yet equally essential, cleaning and maintenance on escalators at Martin Place, Kings Cross, Parramatta, North Sydney, Epping, Bondi Junction and Chatswood.

We continued to make our stations more convenient, safe and pleasant for our customers:

- replacing LED lighting
- deep cleaning stations
- resurfacing and decluttering platforms
- repainting buildings and restoring heritage features
- installing new seats and bins, better wayfinding and platform safety signs, new bicycle sheds, new canopies for protection from the weather and bird proofing
- improving digital CCTV systems
- upgrading indicator boards and digital clocks.

Station upgrades 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. Customer satisfaction with station cleanliness remained consistently high at 91 per cent.

Protecting the environment

In addition to the target of net zero emissions, in line with the TfNSW Future Energy Strategy, Sydney Trains has set a concurrent and complementary target of a 10 per cent reduction in the rate of energy consumption (kWh/train km) over five years. This supports the transition of the transport sector to net zero emissions by 2050 and is consistent with the objectives of the NSW Government's climate change policy framework.

In November 2020, the Sydney Trains Environment Team launched the Energy Data Management System (EDMS). The EDMS provides a dedicated energy data management platform that:

- automates the collection, validation and reporting of energy data
- supports the validation of invoices received from energy retailers
- enhances energy data analysis and reporting
- allows users to customise the dashboard view and create personalised reports
- provides a better understanding of Sydney Trains' energy use, cost and performance and trends over time.

Since the implementation of the EDMS, the Environment Team has identified and realised savings by analysing energy invoices and then moving sites to cheaper network tariffs and ensuring the current rates are applied. The EDMS initiative is one way that we are achieving our sustainability priority.

C-sets recycled

As we decommissioned more of our 56 retiring C-sets, our electric train that entered service in 1986 on Sydney's suburban rail network, planning and recycling set us up for the smooth running of our current fleet. We removed and saved the parts we knew we would need in the future. The C-sets provide many reused parts. Small parts such as pressure gauges unscrew and can be refitted. Thyristors (a switch that turns on and off the control power to the DC motors) are expensive so having spares on hand equals a cost-saving. By reusing parts from the C-sets, we saved money and were environmentally friendly.

After removing all the identified parts, the C-sets at Flemington were loco-hauled into Chullora yard for final disassembly. The parts remaining, such as brakes and hazardous materials including coolants, batteries and

fluorescent bulbs, were removed before the trains were cut into smaller pieces to be carted away for metal recycling.

Bamboo for the zoo

In a win-win for the environment and as part of the ongoing push for future sustainability, Sydney Trains teamed up with Taronga Zoo to provide bamboo from the rail corridor to feed red pandas and supply the gorilla, chimpanzee and elephant exhibits.

Bamboo is an invasive noxious weed that causes problems in the rail corridor. To avoid it going to landfill, we negotiated to cut the bamboo and use it as a regular food supply for the zoo. The initiative not only helped to fill the bellies of the pandas and elephants, but it also improved the quality of the rail corridor habitat for native species.

Sydney trains operates a biodiversity offset program. Whenever we remove trees and vegetation in the corridor during maintenance and renewal work, a dollar value is assigned to those lost trees and reinvested in bush regeneration and revegetation works in other parts of the rail network. It's a great system that preserves and improves the biodiversity of our rail corridor.



Transport systems and solutions enabling economic activity

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.

Freight continued to occupy a significant share of the journey on our network. The efficiency of freight movements in Sydney has an impact on the broader freight industry and economy. We continued to investigate capacity improvements and work towards better separation of major freight movements and passenger trains.

Sydney Trains continued to safely deliver maintenance projects while taking the opportunity to accelerate key programs of works during periods of lower demand on the network due to the COVID-19 pandemic. Key projects included:

- commissioning Gosford area remodelling and Blacktown Advanced Train Running Information Control System (ATRICS)
- commissioning interlocking upgrades at Wyong and Kiama
- implementation of platform gap fillers at Circular Quay
- replacement of platform tactile markers for the visually impaired at 15 stations
- reconstruction of platforms at Beresfield and Redfern stations
- upgrading level crossings to improve road/rail safety
- modernising the overhead wiring between Penrith and Emu Plains.

We delivered:

- 44.8 km of rail replacement
- 526 km resurfacing the plain track
- 13.5 km ballast cleaning
- 15.4 km contact wire renewal
- 51 turnout renewals
- 78 turnout refurbishments
- 1184 km rail grinding
- 6.4 km track reconditioning
- 15 track circuit renewals
- 1.4 km overhead wiring modernisation

- 1.3 km track reconstruction
- 13 bridge refurbishments
- 80 cars component change out (electric fleet)
- 122 bogie overhauls (electric fleet)
- 536 traction motor overhauls (electric fleet).

Innovation across infrastructure and fleet

Track-side condition monitoring equipment enabled us to facilitate and carry out predictive maintenance. Maintenance teams are alerted when an infrastructure failure is imminent, prompting maintenance before the fault impacts customer service. Predictive maintenance also improves the reliability of equipment and whole-of-life maintenance costs.

The mechanical rail lubrication system, consisting of 480 rail lubricators, has now been replaced with 119 new solar-powered electronic units, reducing train wheel and rail wear and tear. The new units provide better performance, reduce maintenance and asset lifecycle costs. The new lubrication system also enables remote monitoring and switching to reduce the number of workers needed in the rail corridor, which improves safety.

Value for the taxpayer

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

As part of our 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 vehicles and pool cars have continued.

Improved business efficiencies

Sydney Trains continued to analyse requirements and develop technology-based solutions to drive business efficiency including data migration onto more stable platforms such as DOMO for enterprise reporting and analytics. 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. These platforms form the hub of our back-office data capturing, analysis and performance reporting.

Project documents, policies, procedures, guides and templates have been reviewed making them clearer and more consistent. 'Enterprise Portfolio Project Management' has standardised processes and systems that are effective and improve efficiency. To provide a one-stop-shop for access to all program resources portals were upgraded.

We've taken steps to simplify time and leave applications, an important part of putting people at the heart of our business and making life easier for our employees. The first step was improved recording and processing of time and leave. With more of us working from home, we needed to simplify how we capture the hours worked and move away from paper forms and manual recording and processing of time and leave.

We transitioned non-rostered employees to the Equip auto-pay solution. It has delivered improved time recording, leave, allowances and claims processes allowing for a more seamless processing of time and attendance records and increased flexibility for employees working in a hybrid way.

For many of us, our ways of working have changed significantly – we now use digital tools including data visualisation and analytics, SharePoint, video conferencing, live streaming and Microsoft Teams to work in new ways, improve training and connect with other teams across the Transport cluster and with government agencies. A 'Working Towards' campaign led by the Microsoft 365 Adoption Team helped our people understand the power of Teams and work towards a more powerful work experience.

We participated in 20 topic-specific benchmarking studies, 27 virtual meetings and study webinars during COVID-19 imposed travel restrictions to help drive our benchmarking information, to set specific performance targets and monitor best practices.

Integrating technology into frontline delivery

Technology-Enabled Workforce (TEW) is a program of work that integrates technology into Train Crewing's way of working. It delivers on the Sydney Trains Technology Roadmap and lays a foundation for the successful delivery of *Future Transport 2056*. It has successfully rolled out electronic safety-critical documents (eSCDs) to almost half of the Train Crewing depots.

The new digital eSCDS are accessed via iPads and offer a more timely, efficient and sustainable way of accessing crucial safety and operational information. Drivers and guards are now able to access tailored, up-to-date information at the touch of a button. It is a benefit to our customers, operations and people. There's been an impressive 72 per cent adoption rate of eSCDs amongst the pilot depots.

TEW has also successfully launched the Train Crew Self Service (TCSS) app. The app allows the crew to complete several forms and processes online using their iPads. It gives drivers and guards an improved employee experience while also offering sustainability and operational benefits.

The key to the program's success has been creating a culture of technology adoption and co-creation with our frontline people. 170 drivers and guards have upskilled to become tech champions. This is a voluntary role that crew undertake in addition to their operational duties and sees them supporting their peers to maximise technology use in their daily work. Tech champions have been pivotal in the success of eSCDS and the TCSS app. The tech champions are also participating in ongoing TEW co-creation workshops.



Cyber safety – protecting the business

In an increasingly connected and digitised workplace, the risk of a cyber-attack is significant. At Sydney Trains, our operations depend heavily on the network running smoothly. We have a responsibility to provide a secure service and to keep our customer data safe.

Sydney Trains Cyber Uplift Program has been set up to identify and mitigate cybersecurity risks in our technology landscape. The program reduces cybersecurity risks and improves cyber maturity, helping meet the NSW Cyber Security Policy (CSP) and the mandatory requirements for government entities. The program defines, designs and implements cybersecurity controls in technology-critical assets. It addresses other key risks across Sydney Trains, also benefiting NSW Trains.

A cyber safety intranet page features resources and tools that will help keep us safe online and allow staff to recognise the dangers of cyber threats and patterns of cyber activity and to protect themselves effectively at work and home.

IT resilience

To address IT resilience and improve the ability for Sydney Trains to handle a technical disruption a new cloud platform AnyCloud, within Amazon Web Services and Microsoft Azure, was designed and built by the Sydney Trains IT Resilience Program. The pandemic exacerbated the need for strong IT resilience with more people working from home and an influx of online connections through Office 365.

AnyCloud reduced application and platform vulnerability, provided a modern operating system, improved recovery time from 17 hours to six hours and reduced the likelihood of severe outages to three or fewer per year. Multiple applications used by our operational teams were migrated to AnyCloud.

Thriving people doing meaningful work

People at our heart

It has been a year of enormous change within Sydney Trains for our people in terms of organisational transformation and we have been faced with unprecedented challenges with the pandemic. Our people rose to meet these challenges and continued to deliver for the people of NSW through difficult times. To support our people in delivering for customers and communities, we focused on caring, wellness and mental health, while continuing to empower our people and make Sydney Trains the best place to work in Australia

Our key performance areas are:

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

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. The COVID-19 pandemic led to the emergence and fast-tracking of new ways of working with around 35 per cent of our corporate teams working from home. Our customer-facing staff demonstrated extraordinary resilience, continuing to deliver at the frontline to our customers and essential workers throughout the year as we rode the COVID-19 wave.

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.

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.

Health and wellbeing programs

The pandemic shifted our focus to mental health promotion with over 30 Mental Health First Aid courses delivered. The Health and Wellbeing team continued to manage the Employee Assistance Program and provide advice to managers and people leaders on complex employee health issues in crises. The team addressed business unit health risks – both physical and psychological – and assisted people leaders through periods of change and uncertainty by linking them to appropriate resources and supports.

Other initiatives delivered included a new Health & Wellbeing portal on the intranet with programs, advice and support around the key pillars of health across physical, mental and general health. 'Don't forget the Looking After Yourself' features content developed by health professionals to help deal with these current challenging times, including webinars on mindfulness, coping with change and even financial wellbeing.

- **Influenza vaccinations** – Over 3760 flu vaccinations were administered across the network.
- **Onsite physiotherapy** – The five onsite physiotherapy clinics continued to provide early physical intervention for body stresses experienced by drivers, guards and other frontline teams. On average, 100 injuries were treated.
- **Health App** – The Health Team promoted the Virgin Pulse Health app, an ongoing initiative supporting employee mental and physical health. Over 250 staff from across the organisation also took part in the Adventures in Africa virtual step challenge, completing over 60 million steps.

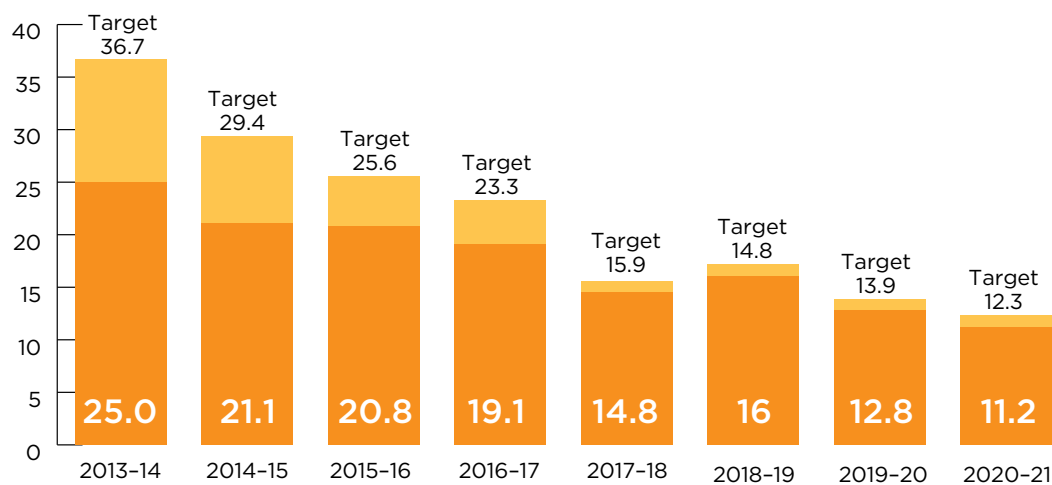
Reducing our people's risk of injury

Sydney Trains' prime measure of workplace safety performance changed to the Total Recordable Injury Frequency Rate (TRIFR). TRIFR measures the number of employee injuries, comprising lost time injury and medical treatment injury, per million hours worked. We want to improve preventative health and safety outcomes so as to support a reduction in physical and psychological injury.

While the pandemic had a significant impact on the way we work, our TRIFR performance continued to improve with a TRIFR of 11.2 this year.

Proactive and preventative health strategies have had a significant impact on driving sustained improvements in people safety performance over the past eight years.

Total Recordable Injury Frequency Rate



People Matter Employee Engagement Survey

Sydney Trains continued to participate in the People Matter Employee Survey (PMES), the public sector instrument that measures employee sentiment with the organisation and working in the NSW Government. Due to the pandemic, the survey was delayed by five months by the Public Service Commission and launched in November. The period under investigation covered an 18-month timeframe instead of 12 months.

Sydney Trains achieved an overall response rate of 71 per cent in 2020 (a decrease of 13 percentage points when compared with 2019) and an overall employee engagement index of 69 per cent (an increase of three percentage points when compared with 2019).

Sydney Trains has had a three per cent increase in overall employee engagement year-on-year since 2018 and will move into the best employer zone if the upward trend continues in 2021.

The highest-scoring areas of engagement include wellbeing, health and safety (80 per cent), role clarity and support (75 per cent), and risk and innovation (75 per cent). Most prominent in the minds of our people while participating in the survey was the need to access learning, providing exceptional customer service to the people of NSW and being able to innovate to meet future challenges.

Transforming for a customer focus

Sydney Trains has been on a transformation journey as we embed our customer-centric operating model. During the year attention turned to the critical support areas that focus on those who serve our customers, fostering greater collaboration and partnering with the agencies across the Transport cluster, streamlining how we operate and driving financial sustainability.

Significant work has been undertaken over this past year to achieve these objectives, including the establishment of the Strategy, Portfolio & Investment (SP&I) function, as well as the implementation of the Corporate Functions Review (CFR). This is Transport's major change program, designing new integrated corporate functions across Sydney Trains, NSW TrainLink and TfNSW with the aim of providing a consolidated and consistent approach in the delivery of corporate and support services for the business.

SP&I drives greater accountability, collaboration and sustainability and enhance decision making across the organisation. A new reporting and analytics operating model consolidates functions and ensures strategic decisions are better informed by data and insights.

Continuing transformation and the digital future will provide opportunities to make improvements across the business and embed the new structures we have put in place, supporting Sydney Trains' ongoing innovation and improvement journey.



Future ready

With billions invested in expanding and modernising our rail network, we continued to drive our apprenticeship program. Our current trade apprentice pool of 234 first to fourth-year apprentices across eight trade areas is a training ground for the transport industry.

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

Over 30 Sydney Trains staff graduated with a Diploma of Engineering Infrastructure (Rail). Offered by the University of Tasmania in partnership with Engineering Education Australia, the 18-month course is the first of its kind in Australia.

It was developed in collaboration with Sydney Trains and TfNSW Learning & Development to teach track practitioners and engineers about rail track engineering, legislation and regulation, to better equip them to design, construct, commission, monitor and maintain track.

We delivered the first university-level course in Human Factors for Rail Professionals. The University of NSW and the Research Centre for Integrated Transport Innovation collaborated on the course. It was attended by Project Managers and subject matter experts from the business and built an informed workforce community with the capability to support and resource the integration of human factors into all Sydney Trains' business and operational systems.

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

Driving diversity

Sydney Trains is committed to building an inclusive workplace that values the contribution of every employee regardless of gender, race, religion, cultural background, sexual preference or ability.

We celebrated 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 some were put on hold as we complied with COVID-19 guidelines. Our events were mostly virtual but still had an impact with high levels of participation.

We celebrated International Women's Day in March 2021 promoting the theme 'Choose to Challenge', sharing a host of stories relayed by women across all facets of our business, and recognising the progress that women have made in rail.

We delivered a week-long campaign called 'Diversity Week', showcasing and celebrating Sydney Trains' diversity and encouraging employees to complete their diversity profiles. The campaign consisted of a series of live streams and videos sharing the stories and lived experiences of several employees from diverse backgrounds of gender, Aboriginal, disability, multicultural and LGBTIQ+.

Our efforts in this space have resulted in Executive sponsorship and the creation of Branch specific Diversity and Inclusion plans to drive initiatives from the ground up.

We supported and celebrated several significant days such as International Day against Homophobia, Biphobia, Interphobia & Transphobia (IDAHOBIT) and Mardi Gras. In 2021 Central Station was decorated with decals and Sydney Trains' employees also participated in the Transport float as part of the Mardi Gras parade.

Women working in science, technology, engineering, mathematics and construction (STEMC) roles

Sydney Trains continues to increase the number of women in the organisation with a one per cent increase overall, bringing the total number of women to 2583 (22.7 per cent of the workforce) this year, compared with 2429 (21.7 per cent of the workforce). We are also committed to providing women with access to roles traditionally held by men.

Our Sydney Trains Apprentice Program saw 26 women included in the 2020 intake, representing 29 per cent of the overall apprenticeship intake. Building gender diversity into our Apprentice Program has been an ongoing and sustained effort over the past three years. There has been significant effort put into creating a Pre-Apprenticeship Program, delivering a Try a Trade Day through SALT (Supporting and Linking Tradeswomen), providing a work experience program for secondary students from years 10-12 in Electro Technology, Mechanical Engineering and Business, and delivering community education and school outreach programs as well as STEMC Summer and Winter Camps.

We have achieved 46.6 per cent (102 women) representation among Trainee Drivers and 41.9 per cent (13) Trainee Guards over the last two years in Train Crewing as a direct result of gender equity recruitment campaigns.



Reconciliation at Sydney Trains

The Transport Reconciliation Action Plan (RAP) demonstrates our commitment to working towards reconciliation both within Transport and in communities across NSW. It makes a positive difference to Aboriginal and Torres Strait Islander peoples in three significant areas – relationships, respect and opportunities.

The RAP involves actions to positively drive employment, empowerment and economic development, and to enhance and develop greater cultural understanding.

The Transport RAP delivery timeline has been impacted by Evolving Transport and COVID-19. After an invitation from Reconciliation Australia to extend the timeline, the RAP team and stakeholders accepted these new timelines and deliverable dates. A review of the implementation schedule, resourcing solutions and the start of several initiatives have helped bring the timeline back into alignment with Transport RAP commitments. The Transport Innovate RAP will now progress to a Stretch RAP in the next period 2021–2023.

We are proud to say Sydney Trains has delivered on the following:

- celebration of National Reconciliation Week 2020 with a series of stories, a moving National Sorry Day video that commemorates the Stolen Generations, and a 5-Step NRW Challenge
- celebration of National Aborigines and Islanders Day Observance Committee (NAIDOC) week on 12 November 2020 at Redfern National Centre of Indigenous Excellence (NCIE)
- a specific campaign geared towards encouraging all our Aboriginal people to respond to the People Matter Employee Survey (PMES)
- promotion of the Aboriginal Cultural Education Program
- Aboriginal recruitment campaigns progressed in various branches
- contribution to active spending with Aboriginal-owned businesses which are growing year-on-year.

Sydney Trains increased the representation of Aboriginal and Torres Strait Islander employees from 2.1 per cent (223 in total) to 2.5 per cent (273 in total).

The representation of Aboriginal and Torres Strait Islander people in senior service roles has moved from 1.2 per cent to 1.5 per cent. We have also put development plans in place with our Aboriginal and Torres Strait Islander employees and have set up a strong talent pipeline.

We offered employment assistance, guidance and mentoring to all our Aboriginal and Torres Strait Islander people. Our targeted recruitment campaigns helped us to increase employment, build strong connections and steer efforts on career development and retention. The Aboriginal Peer to Peer Mentoring Program has assisted in the retention of Aboriginal staff in Sydney Trains.



Our customers are at the centre
of everything we do.

Work with Sydney Trains.





Recognising our people

Awards and industry recognition

The Sydney Trains Staff Excellence Awards recognised 22 Winners and Highly Commended recipients across 11 categories, celebrating the year's most outstanding achievements by individuals and teams from all parts of the organisation. Employees tuned in to a webisode to show their support to the nearly 500 finalists, to reward our people in a year of unprecedented challenges and achievements.

The Sydney Trains Blue Mountains Line bushfire response and recovery won the Customer Service category at the 2020 Australasian Rail Industry Awards for maintaining essential services and keeping the public informed in the wake of bushfires that ravaged part of the rail line in December 2019.

Sydney Trains won two awards and was highly commended for another project at the National Trust Heritage Awards in November. A virtual awards ceremony announced the two winners – the Lithgow James Street Bridge conservation of built heritage and 'We open the line in 1979' – The ESR turns 40! Heritage events and tours.

The accomplishments of six individuals and six teams were recognised as finalists in the 2020 Transport Cluster Awards, which acknowledge people and teams from across the Transport cluster who have gone above and beyond.

The Electric Learning Centre (ELC) was one of seven Transport finalists in the 2020 Premier Awards for Public Service in the Highest Quality Education category of the Awards. The Awards are 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 89 employees who marked 40th, 50th and 60th anniversaries with the railways in 2020.

Financial performance summary





Revenue and expenses

Our key performance areas are:

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

For the year 2020-21, Sydney Trains received \$1586.5 million (2019-20: \$1819.3 million) in income, while total expenses of \$3800.3 million (2019-20: \$3775.1 million) were incurred in operations, depreciation and financing costs. The resulting deficit from operations, before government and other contributions was \$2213.8 million (2019-20: \$1955.8 million).

Government and other contributions and other comprehensive income

Government contributions towards day-to-day operations of Sydney Trains were \$2172.9 million (2019-20: \$1636.7 million) for the year. The government contribution towards Sydney Trains' capital investment program for 2020-21 was \$16.4 million, compared to \$13.3 million in 2019-20. Sydney Trains no longer received a contribution from RailCorp as a result of TAHE's establishment (2019-20: \$47.1 million). Sydney Trains recorded a deficit from operations of \$24.4 million (2019-20: \$258.8 million). The resulting deficit for the year after impairment losses and other gains/losses was \$26.3 million (2019-20: \$262.3 million).

Other comprehensive income for the year was a surplus of \$87.6 million (2019-20: \$10.3 million). The total comprehensive income for the year was therefore a surplus of \$61.3 million (2019-20: \$272.6 million).

Transport entity cost recoveries

During 2020-21 Sydney Trains recovered \$1064.7 million (2019-20: \$1032.2 million) in services revenue from related transport entities, \$653.2 million for operational and maintenance services to related transport entities (2019-20: \$668.4 million), \$407.6 million for

capital delivery activities as construction revenue (2019-20: \$359.9 million) and \$3.9 million for assigned staff to other entities (2019-20: \$3.9 million).

Total expenses (net of recoveries) were \$2735.6 million (2019-20: \$2742.9 million).

The recovery of costs from passengers was 17.6% in 2020-21 (2019-20: 26.3%).

Performance against budget

Sydney Trains' net operating income performance was \$156.7 million favourable to budget, which included an additional grant of \$94.3 million from TfNSW.

Maintenance expenditure

Maintenance expenditure by Sydney Trains totalled \$1467.7 million (2019-20: \$1508.6 million), which included \$304.1 million (2019-20: \$301.2 million) of capitalised maintenance on TAHE and Sydney Trains' assets. Total maintenance undertaken includes work performed for NSW Trains' fleet, facilities and network infrastructure.

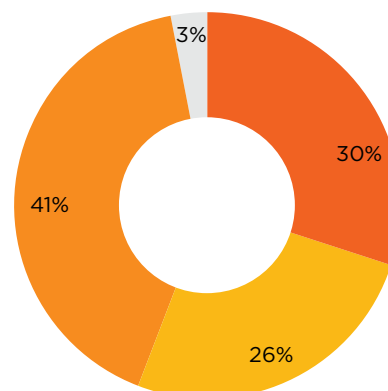
Capital investment

Sydney Trains' total capital investment was \$24.0 million.

Sydney Trains was also engaged in the delivery of capital works for TAHE assets throughout the year. In total, Sydney Trains delivered \$424.2 million (2019-20: \$373.5 million) of capital works, including \$304.1 million (2019-20: \$301.2 million) of capitalised maintenance.

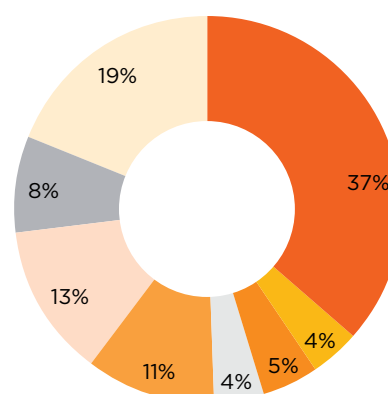
2020-21 Total income

Passenger services revenue	\$	480.7m	30%
Construction revenue	\$	407.6m	26%
Inter-entity cost recovery	\$	657.1m	41%
Miscellaneous	\$	41.1m	3%
Total income	\$	1586.5m	



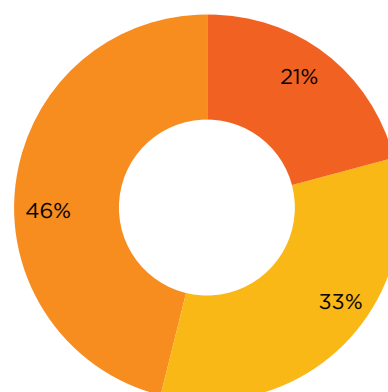
2020-21 Total expenses

Employee-related expenses	\$	1429.0m	37%
Personnel services expenses	\$	139.1m	4%
Finance costs	\$	181.0m	5%
Depreciation and amortisation	\$	143.1m	4%
Construction costs	\$	407.6m	11%
Other contractors	\$	498.3m	13%
External maintenance costs	\$	285.4m	8%
Other operating expenses	\$	716.7m	19%
Total expenses	\$	3800.3m	



2020-21 Total maintenance

Capital maintenance	\$	304.1m	21%
Routine maintenance	\$	485.2m	33%
Major periodic maintenance	\$	678.4m	46%
Total maintenance	\$	1467.7m	



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	2020-21 \$ million
Passenger services revenue	745.3	712.4	721.6	779.6	852.7	904.5	722.4	480.7
Other income	1092.5	1124.1	1204.8	1248.3	1269.7	1157.3	1096.9	1105.8
Income from operating activities	1837.8	1836.5	1926.4	2027.9	2122.4	2061.7	1819.3	1586.5
Total expenses	3224.0	3371.6	3362.9	3531.9	3713.8	3778.5	3775.1	3800.3
Deficit from operations before government contributions	-1386.2	-1535.1	-1436.5	-1504.0	-1591.5	-1716.7	-1955.8	-2213.8
Government & other contributions	1214.9	1320.5	1213.0	1339.6	1374.6	1485.6	1697.0	2189.3
Deficit from continuing operations	-171.3	-214.7	-223.5	-164.4	-216.9	-231.1	-258.8	-24.4
Impairment losses & other gains/(losses)	0.0	0.0	0.0	0.0	0.0	-0.1	-3.5	-1.9
Deficit for the year	-171.3	-214.7	-223.5	-164.4	-216.9	-231.2	-262.3	-26.3

Cost and revenue per journey/revenue car kilometre

Sydney Trains	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Net operating costs per revenue car kilometre* ¹	\$8.97	\$9.00	\$8.82	\$9.43	\$9.40	\$9.75	\$9.72	\$9.81
Net operating costs per passenger journey* ²	\$6.13	\$6.00	\$5.38	\$5.50	\$5.75	\$5.96	\$7.63	\$11.38
Passenger revenue per passenger journey	\$2.64	\$2.44	\$2.24	\$2.29	\$2.37	\$2.40	\$2.45	\$2.47

* Net operating costs are in nominal dollars.

¹ The real cost per revenue car kilometre is \$10.04 for 2013-14, \$9.88 for 2014-15, \$9.54 for 2015-16, \$10.00 for 2016-17, \$9.77 for 2017-18, \$9.96 for 2018-19 and \$9.83 for 2019-20. Revenue car kilometre is based on scheduled revenue car kilometre.

² The real cost per passenger journey is \$6.87 for 2013-14, \$6.59 for 2014-15, \$5.82 for 2015-16, \$5.83 for 2016-17, \$5.98 for 2017-18, \$6.09 for 2018-19 and \$7.71 for 2019-20.

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, COVID-19 costs and items that are not part of net operating costs.

Appendices





Appendix 1: Customer complaints and feedback

Sydney Trains saw a decrease in complaints of 37.3 per cent, from 13,390 in 2019/20 to 8442 in 2020/21.

Customer complaints in 2020/21 saw reductions in all key drivers except Environment and Ticketing (see below).

The low levels of patronage experienced since the COVID-19 pandemic first took hold in March 2020 have persisted into the next financial year. Patronage levels dropped by 33.7 per cent, from 649,852,255 in 2019/20 to 430,762,135 in 2020/21. Correspondingly, customer feedback across all issue types has fallen over the course of 2020/21.

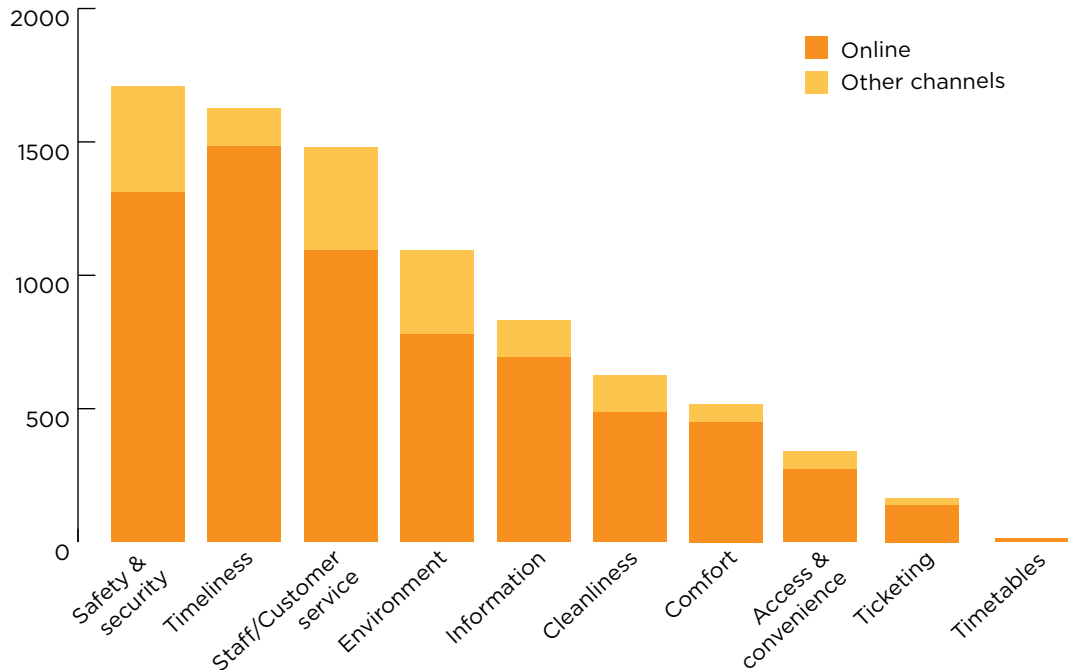
Safety and security was the most significant driver of complaint, accounting for 20.3 per cent of all complaints logged in 2020/21. Over half of these complaints (886, or 51.8 per cent of the total for this driver) were about the

behaviour of other customers, on issues ranging from the wearing of masks or observance of social distancing, to vaping on stations and trains.

Timeliness complaints fell by 64.6 per cent against the previous year's totals, while Information complaints were down by 42.9 per cent against the previous financial year.

6714 complaint cases were lodged via online channels, accounting for 79.9 per cent of all Sydney Trains complaints. Feedback from all other channels includes letters received via mail, and phone calls to the 131 500 contact centre.

The only key drivers to show increased complaint volumes in 2019/20 were Environment, which rose by 9.2 per cent, from 1001 complaints in 2019/20 to 1093 in 2020/21, and Ticketing, which rose by 0.6 per cent, from 161 to 162 issues logged. Note that the only Ticketing complaints received for Sydney Trains in 2020/21 were related to infringements issued by Transport Officers.



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

In 2020-21, Customer Relations recorded two enquiries for Sydney Trains from the NSW Ombudsman.

The enquiries received were both referrals of customer feedback transferred to the organisation by TfNSW.

We work closely with the NSW Ombudsman to proactively resolve matters and further improve customer experience.

Ombudsman enquiries received by subject

Subject	Number of enquiries
Clearing vegetation from rail corridor, South Coast Line – 8 October 2020	1
Track noise, Warrawee – 15 April 2021	1
Total	2

Appendix 2: Disability Inclusion Action Plan

TfNSW recognises that transport is an essential service that everybody needs to access. People with disability can face barriers when accessing transport services and equal access to transport is a crucial first step in ensuring that people have the means to participate in education, employment, recreation and all aspects of community life.

In December 2017, Transport released its *Disability Inclusion Action Plan 2018–2022*. It contains more than 160 actions under five key outcome areas and renews Transport's commitment to reducing and eliminating those barriers and ensuring that everyone in NSW has the opportunity to participate fully in our community.

Sydney Trains continues to support the Transport Disability Action Plan to deliver more accessible rail services for customers with a disability, remove the barriers to employment and improve the representation of people with a disability across the transport cluster. These initiatives will drive an inclusive culture, by adjusting recruitment practices and improving workplace accessibility.

Sydney Trains making transport accessible

Customer service staff equipped with mobile phone applications provide information allowing them to assist less-mobile passengers to get on and off the train and to guide them to the best carriages. Over 217,905 boarding assistance requests, an increase of 61.2 per cent, were carried out, helping customers with wheelchairs,

walking frames and scooters, as well as assisting visually-impaired customers.

We installed and turned on 72 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 114.

Jobs for people with disability

Sydney Trains is committed to building an inclusive and safe workplace for people with disabilities. The number of employees with disabilities increased by 0.2 per cent (1.8 per cent or 208 employees in total) when compared with the previous year (1.7 per cent or 188 employees in total). We celebrated International Day of People with Disability in December 2020. We also partnered with the Public Service Commission to participate in the Tailored Talent Program, a program designed to bring autistic and neurodiverse talent into state government. We have placed and continue to support a candidate in our IT team in meaningful employment in Sydney Trains and have adopted this program as a recurring initiative.

We also delivered disability focus groups to understand how we can support employees with disabilities and improve their experience at Sydney Trains. The outcomes of these focus groups have formed the basis of targeted initiatives across each of the branches at Sydney Trains.

Appendix 3: Multicultural policies and services

Sydney Trains supports Transport's *Multicultural Plan 2021–2023*. This plan sets out strategies and actions for the Transport cluster to meet the outcomes determined by the Multicultural Policies and Services Program framework developed by Multicultural NSW. We are working closely with Transport to implement initiatives that foster a culture of acceptance, inclusiveness, respect and belonging for all employees at Sydney Trains. We do this every day through the delivery of targeted programs and services, evidence-based planning and use of our engagement data to inform the workforce roadmap, the leadership and talent development programs, the implementation of the RAP and multicultural events, as described in the sections above.

We acknowledge and celebrate the wonderfully diverse community in which we live, and the equally wonderful and diverse workforce we have at Sydney Trains that is comprised of over 100 cultures. At Sydney Trains, we are just as diverse as the community we serve, with 25 per cent of our workforce born overseas, and 36 per cent of our people speaking a language other than English at home. We are committed to fostering a culture of acceptance, inclusiveness, respect and belonging for all our employees. We have supported and celebrated a number of initiatives including Ramadan, Harmony Day and Diwali.

Measuring employee diversity relies heavily on self-identification. Transport cluster staff have the option to declare their country of birth, and just under half of all staff provided this information. Of those across the cluster who have declared they were born overseas 61.5 per cent work in Sydney Trains.

Appendix 4: Access to government information

The *Government Information (Public Access) Act 2009* (GIPA Act) provides an open and transparent process for giving the public access to information from NSW public sector agencies, and encourages the proactive public release of government information.

TfNSW provides a wide range of services relating to the planning, programming, administration, regulation, policy and procurement of transport, transport infrastructure and freight.

As we perform these functions, we release information about current and planned transport projects and initiatives. This ranges from media releases to detailed information about contracts and projects.

The Transport cluster also actively considers how to be more proactive and ensure greater access to information.

The Proactive Disclosure Committee has representatives from agencies in the Transport cluster. The committee has quarterly meetings to discuss categories of information which can be considered for proactive release and to update the proactive disclosure program. Transport proactively releases information about Transport cluster functions and services through its website at www.transport.nsw.gov.au.

In 2020-21 we released two datasets via the Transport Open Data Hub:

- the Intercity Trains Short Platforms dataset (available in both Excel and GTFS-Vehicles format): This helps customers to ensure they are travelling in the correct car in order to alight, in cases where the train is longer than the destination platform
- the GTFS Service Alerts API: providing trackwork and service alerts information for all modes.

Number of access applications received

During the year, we received 91 access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information

In 2020-21 we refused access to information in six access applications because the requested information was information referred to in Schedule 1 of the GIPA Act.

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	2	1	1	2	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	4	0	2	1	0	1	0	1
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	15	4	1	8	2	4	0	1
Members of the public (other)	15	13	8	14	3	1	0	4

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

Table B: Number of applications by type of applicant 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 withdraw
Personal information applications	3	1	2	1	0	0	0	0
Access application (other than personal information applications)	21	8	4	18	3	5	0	4
Access application that are partly personal information application and partly other	12	4	1	6	2	1	0	2

More than one decision can be made in a particular access application. If this occurs, each decision must be recorded.

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).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	17
Applications is for excluded information of the agency (section 43 of the Act)	0
Applications contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	17
Invalid applications that subsequently became valid applications	28

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	0
Executive Council information	0
Contempt	0
Legal professional privilege	6
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 environment heritage	0
Privilege generally – Sch 1(5A)	0
Information provided to the High Risk Offenders Assessment Committee	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	7
Law enforcement and security	1
Individual rights, judicial processes and natural justice	15
Business interests of agencies and other persons	4
Environment, culture, economy and general matters	1
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)	64
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	64

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 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	1	1
Review by Information Commissioner	1	0	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	1	0	1
Total			3

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

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

	Number of applications for review
Applications by access applicants	3
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	4
Applicant-initiated transfer	0

Appendix 5: Privacy Management Plan

In accordance with section 33 of the *Privacy and Personal Information Protection Act 1998* (NSW) (PPIP Act), Sydney Trains has a Privacy Management Plan, published on our website.

The Privacy Management Plan:

- explains how Sydney Trains upholds and respects the privacy of our customers, staff and others about whom we hold personal information
- communicates privacy policies and practices to members of the public and to staff of Sydney Trains
- includes information about the development of policies and practices to ensure we comply with the requirements of the PPIP Act and the *Health Records and Information Privacy Act 2002* (HRIP Act)
- explains the rights of internal review under Part 5 of the PPIP Act.

In addition, Sydney Trains works with the Transport cluster operating agencies to:

- create greater consistency in the management of personal information
- deliver material that provides the highest standard of information about compliance with the privacy principles in the PPIP and HRIP Acts.

In 2020–21, we provided advice to a range of Sydney Trains' business areas on privacy compliance and best practice. This included legal advice on privacy issues associated with a range of new projects.

Sydney Trains has not received any applications for internal review under Part 5 of the PPIP Act during this period.

Appendix 6: 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*

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

For the period 1 July 2020 to 30 June 2021

New South Wales (including applied Acts and Regulations)

Annual Holidays Amendment (COVID-19 Prescribed Period) Regulation 2020 (NSW) – Published 11 September 2020

COVID-19 Recovery Act 2021 (NSW) – Repealed 27 March 2021

Dangerous Goods (Road and Rail Transport) Amendment (Model Law) Regulation 2020 (NSW) – Commenced 9 October 2020

Government Sector Finance Act 2018 (NSW) – Commenced 1 May 2021

Heavy Vehicle National Legislation Amendment Regulation 2021 (NSW) – Commenced in part on 22 February 2021

Long Service Leave Amendment (COVID-19 Prescribed Period) Regulation 2020 (NSW) – Published 11 September 2020

Passenger Transport (Opal and Other Fares) Amendment Order (No 2) 2020 (NSW) – Commenced 5 October 2020

Payroll Tax Amendment Act 2020 (NSW) – Commenced 27 November 2020

Rail Safety National Law National Regulations (Modification of FOI Act) Variation Regulations 2021 (NSW) – Commenced 24 May 2021

Rail Safety National Law (South Australia) (Rail Safety Work) Amendment Act 2020 (SA) adopted for NSW – Commenced 1 July 2020

Rail Safety National Law National Regulations (Fees and Other Measures) Variation Regulations 2020 (SA) – Commenced 1 July 2020

Real Property Amendment (Certificates of Title) Act 2021 (NSW) – Commenced in part on 24 May 2021

Retail and Other Commercial Leases (COVID-19) Regulation (No 3) 2020 (NSW) – Commenced 1 January 2021

Superannuation Legislation Amendment Act 2020 (NSW) – Commenced 23 September 2020

Transport Administration Amendment (Transport Entities) Act 2017 (NSW) – Commenced 1 July 2020

Water Management (General) Amendment (Emergency Works Exemption) Regulation 2021 (NSW) – Commenced 26 February 2021

Work Health and Safety Amendment (Digital Induction Training Cards) Regulation 2020 (NSW) – Commenced 18 December 2020

Work Health and Safety Amendment (GHS Labelling) Regulation 2020 (NSW) – Commenced 18 December 2020

Work Health and Safety Amendment (Miscellaneous) Regulation 2020 (NSW) – Commenced 1 January 2021

Workers Compensation (Indexation) Amendment Order 2021 (NSW) – Commenced 19 March 2021

Commonwealth

Accounting Standard AASB 2020-4 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions – Commenced 3 July 2020

Biosecurity (Human Biosecurity Emergency) (Human Coronavirus with Pandemic Potential) Variation (Extension No. 1) Instrument 2021 (Cth) – Commenced 10 June 2021

Fair Work Amendment (Improving Unpaid Parental Leave for Parents of Stillborn Babies and Other Measures) Act 2020 (Cth) – Commenced 27 November 2020

Fair Work Amendment (Supporting Australia's Jobs and Economic Recovery) Act 2021 (Cth) – Commenced 27 March 2021

Native Title Legislation Amendment Act 2021 (Cth) – Commenced 25 March 2021

Paid Parental Leave Amendment (Flexibility Measures) Act 2020 (Cth) – Commenced 1 July 2020

Payment Times Reporting Act 2020 (Cth) – Commenced 1 January 2021

Privacy Amendment (Public Health Contact Information) Act 2020 (Cth) – Commenced 12 May 2020

Radiocommunications Legislation Amendment (Reform and Modernisation) Act 2020 (Cth) – Commenced 17 June 2021

Taxation Administration Act Withholding Schedules No. 2 2020 (Cth) – Commenced 13 October 2020

Treasury Laws Amendment (2020 Measures No. 2) Act 2020 (Cth) – Commenced 1 October 2020

Treasury Laws Amendment (A Tax Plan for the COVID-19 Economic Recovery) Act 2020 (Cth) – Commenced 14 October 2020

Treasury Laws Amendment (Combating Illegal Phoenixing) Act 2020 (Cth) – Commenced 17 February 2020

Appendix 7: Environmental protection and biodiversity

We are committed to publishing activities assessed as likely to have a significant impact on nationally-listed threatened species and ecological communities, and which are being undertaken in accordance with the environmental assessment and decision making by TfNSW.

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 (EPL12208), the Chullora Ballast Recycling Centre (EPL 7515) or the Bombo Quarry (EPL 79).

Appendix 8: Research and development

Activity	Status	Partners and collaborators
<p>Energy Dissipation Resistor (EDR) Replacement Project</p> <p>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.</p> <p>Enotrac have delivered the final report with recommendations of technologies that are available in the local Australian market. Sydney Trains are in the process of producing a specification based on the report with a view to engaging equipment suppliers.</p>	Ongoing	Enotrac Engineering
<p>Conducting research into broken rails, fracture mechanics of rails and growth rates of defects in rails</p> <p>Sydney Trains continues to work with University of Wollongong in research and analysis of broken rail failures on the network. Research into crack growth and fatigue failure is ongoing with computer models and wheel rail interface parameters being developed to simulate fatigue in the Sydney Trains network.</p> <p>The research has not progressed since January 2021 due to the COVID-19 situation. We are seeking indication from the university for future developments in relation to this project.</p>	Ongoing	University of Wollongong

Appendix 9: Governance framework

The affairs of Sydney Trains are managed and controlled by the Chief Executive and any directions of the Transport Secretary. The Chief Executive is supported by an Executive Leadership Team (ELT) and an executive committee governance structure that provides advice and direction about strategic planning, performance and implementation of Sydney Trains' Corporate Business Plan.

During this financial year, Sydney Trains revised its executive committee governance structure including the principal governing body, the ELT, supported by an Independent Audit and Risk Committee, Safety and Environment Committee, and executive sub-committees including Finance, Investment and Portfolio, and Technology and Cyber.

We continued to maintain and improve our risk management, control and governance processes in key risk areas including, but not limited to:

- pandemic management and COVID-19 response
- rail corridor safety
- cybersecurity
- information and operational technology, disaster recovery and business continuity management
- safety, risk and controls assurance management
- third party supplier and contract management
- program delivery of major projects (Digital Systems, Fleet Strategy)
- ROC post-implementation
- human resources disciplinary process
- Treasury management.

Appendix 10: Audit and risk management

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 General Government Sector (TPP20-08) 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 are put in place.

**Sydney Trains**

ABN: 38 284 779 682

PO Box K349 Haymarket NSW 1238

www.sydneytrains.nsw.gov.au

Director
Financial Management Governance & Analytics
NSW Treasury
GPO Box 5469
Sydney NSW 2001

Dear Director,

TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector – Sydney Trains Attestation Statement

In accordance with the requirements of TPP20-08, please find attached Sydney Trains' Internal Audit and Risk Management Attestation Statement, which attests that the core requirements were in place for the 2020-2021 Financial Year.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'ML', representing Matthew Longland.

Matthew Longland
Chief Executive
Sydney Trains

21 September 2021

Internal Audit and Risk Management Attestation Statement for the 2020-2021 Financial Year for Sydney Trains

I, Matthew Longland, am of the opinion that Sydney Trains has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core requirements	Compliant, non-compliant, or in transition
Risk Management Framework	
1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal Audit Function	
2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and Risk Committee	
3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2 The Accountable Authority shall ensure 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 FY2020-2021 are:

- Independent Chair, P. Mayers, 1 October 2018 – 30 September 2021
- Independent Member 1, F. Barr, 1 October 2013 – 30 September 2021
- Independent Member 2, T. Davies, 1 October 2013 – 31 December 2020
- Independent Member 2, G. Sutton, 1 January 2021 – 31 December 2022



Matthew Longland
Chief Executive
Sydney Trains

21 September 2021



Shane Campbell
Acting Executive Director Internal
Audit & Fraud & Corruption Prevention
shane.campbell@transport.nsw.gov.au
(designated Sydney Trains Chief Audit
Executive)

Appendix 11: Cyber Security Policy Attestation Statement



Cyber Security Attestation Statement for the 2020-2021 Financial Year for Sydney Trains

I, Matthew Longland, am of the opinion that Sydney Trains has managed cyber security risks in a manner consistent with the NSW Government Cyber Security Policy.

Cyber security is an evolving landscape that requires an ongoing program of work. Sydney Trains has various relevant programs of work including participating in Transport for NSW sponsored programs.

Sydney Trains has identified its critical assets, the security-related risks, and has an ongoing program of work to manage security-related risks.

Sydney Trains manages its cyber security risks using an enterprise framework and continues to improve the management of its cyber risks. An executive governance forum is in place which is supported by steering committees and subject matter experts to manage the cyber security maturity and cyber initiatives across Sydney Trains.

Sydney Trains has a cyber incident response plan that undergoes regular updates and is tested annually. Sydney Trains has Information and Cyber Security Management Systems (ISMS/CSMS) in place covering all identified critical assets and is committed to maturing cyber security controls.

This attestation covers the following agencies: Sydney Trains

A handwritten signature in black ink, appearing to be 'ML'.

Matthew Longland
Chief Executive

31 August 2021

Appendix 12: Insurance management

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.

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.

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

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.

Appendix 13: Public interest disclosure

During the year, we took steps to ensure our staff and contractors were aware of the *Public Interest Disclosures Act 1994* (PID Act) and our internal reporting policies and procedures.

The Misconduct Reporting Policy, Misconduct Reporting Procedure, internal reporting hotlines, Nominated Disclosure Officer details and the Code of Conduct are all located on TfNSW's intranet. This includes information on the significance and purpose of the PID Act.

TfNSW provides face-to-face training sessions for staff and maintains a fraud and corruption e-learning module (mandatory for all new starters) about public interest disclosures and our Misconduct Reporting Policy.

Information requested	Number
Number of public officials who made a public interest disclosure (PID) to Sydney Trains	7
Number of PID received by Sydney Trains	10
PID made by public officials in performing their day-to-day functions	1
PID not covered by the above that are made under a statutory or other legal obligation	0
All other PID	9
Total number of PID received	10

	Number of PID received by category
Corrupt conduct	10
Maladministration	0
Serious and substantial waste of public money or local government money	0
Government information contraventions	0
Local government pecuniary interest contraventions	0
Total number of PID finalised	8

Appendix 14: Funds granted to non-government community organisations

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

Appendix 15: Payments to consultants

NSW Government agencies engage consultants to provide professional advice to inform their decision making. Following a co-designed approach encompassing all NSW Government agencies, the NSW Procurement Board released a standard definition for consultants to be used by all NSW Government agencies. The Transport cluster has committed to align with the published definition of a consultant across all procurement spending for annual report purposes.

Consultant	Category	Project	Costs \$
KPMG	Organisational review	Development of strategic business plans including proposed operating model options	3,847,048
Deloitte	Management services	Development of capability framework and review of initial employment training program	494,445
PM-Partners Group	Management services	Development of recommendations for an optimised portfolio management function, including governance, services, resources, and processes	303,000
Nous Group Pty Ltd	Management services	Development of implementation plan for capability uplift program following role and functional analysis	280,000
PwC	Management services	Development of an integrated customer information channel strategy and roadmap	199,775
Process 2 Customer	Management services	Development of competency management framework	182,125
ITNewcom	Management services	Benchmark and review of third party IT agreements	179,000
Deloitte	Management services	Development of a digital product roadmap	153,090

Consultant	Category	Project	Costs \$
Deloitte	Management services	Conduct current state analysis of reporting, analytics and insights capability and evaluate opportunities for improvements in performance reporting	147,830
Altura Partners Pty Ltd	Management services	Financial sustainability review	140,000
NSW UE ITAB	Training	Risk-based training needs analysis and development of training materials	75,000
Strativity Group	Management services	Development of customer experience strategy, vision and roadmap	65,040
Tiger Tail Pty Ltd	Management services	Business continuity planning and emergency preparedness	55,800
KPMG	Management services	Fraud and corruption risk assessment	53,795
Total contracts of \$50,000 or more (14 contracts)			6,175,948
Total contracts of less than \$50,000 (5 contracts)			99,251
Total expenditure for 2020-21			6,275,199

Appendix 16: 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-20	64.31	0.30	0.25	0.10	0.04
Dec-20	56.80	0.98	0.01	0.03	0.01
Mar-21	14.09	0.36	0.02	-	-
Jun-21	54.99	1.56	0.01	0.02	0.03
Small business suppliers					
Sept-20	0.05	0.03	-	-	-
Dec-20	0.21	0.08	-	-	-
Mar-21	0.02	-	-	-	-
Jun-21	0.13	0.08	-	-	-

Accounts paid on time within each quarter:

Measure	Sept-20	Dec-20	Mar-21	Jun-21
Suppliers				
Number of accounts due for payment	28,918	25,880	30,078	35,796
Number of accounts paid on time	28,753	25,859	30,056	35,785
Actual % accounts paid on time	99.43	99.92	99.93	99.97
\$ amount of accounts due for payment	\$566.35m	\$569.87m	\$522.87m	\$611.30m
\$ amount of accounts paid on time	\$566.04m	\$569.61m	\$494.60m	\$611.22m
Actual % accounts paid on time (based on \$)	99.95	99.96	94.59	99.99
Small business suppliers				
Number of accounts due for payment	421	426	512	751
Number of accounts paid on time	421	426	507	751
Actual % accounts paid on time	100	100	99.02	100
\$ amount of accounts due for payment	\$6.36m	\$5.73m	\$5.39m	\$10.25m
\$ amount of accounts paid on time	\$6.36m	\$5.73m	\$5.20m	\$10.25m
Actual % accounts paid on time (based on \$)	100	100	96.38	100

Sydney Trains has not received any applications for internal review under Part 5 of the PPIP Act during this period.

Appendix 17: Investment management performance

The interest earned during the year was 0.15 per cent on funds held in the Westpac Treasury banking system. This was below the benchmark cash investment rate of 0.31 per cent. Sydney Trains is mandated to hold surplus cash in the Westpac Treasury banking system.

Appendix 18: Implementation of price determination

In February 2020, IPART recommended a fare increase on average of five per cent per annum over the next four years, commencing July 2020. The NSW Government 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 from 6 July 2020.

As of 5 July 2021, Opal fares have increased 1.5 per cent in line with inflation expectations. However, there will be no changes to weekly and daily caps, and discounts.

Appendix 19: Overseas travel

Sydney Trains had no overseas travel for business initiatives in the current year due to COVID-19 travel restrictions.

Appendix 20: 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*. In addition, we provide comprehensive health and wellness programs for our 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 are provided by TfNSW.

In accordance with the provisions of section 38 of the *Work Health and Safety Act 2011*, Sydney Trains reported 43 incidents to SafeWork NSW during the year. These incidents include:

- 15 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 involving serious injuries to a worker
- one incident involving serious injury to another person.

Sydney Trains incurred no SafeWork NSW prosecutions under the *Work Health and Safety Act 2011* in 2020-21.

Work health and safety performance

Performance indicator	2019-20	2020-21
Notifiable incidents to SafeWork NSW	31	43
Lost time injury due to workplace-related injuries or illness	167	169
LTIFR (per one million hours)	7.4	7.3
Compensable workplace injuries	454	413
Total claim costs (\$millions)	10.79	7.8
Prosecutions under WHS Act	0	0
Workplace safety inspections*	1516 safety leadership visits	1284 safety leadership visits

Performance indicator	2019-20	2020-21
Notifiable incidents to SafeWork NSW	31	43
Total recordable injury due to workplace-related injuries or illness	289	259
TRIFR (per one million hours)	12.8	11.2
Compensable workplace injuries	454	413
Total claim costs (\$millions)	10.79	7.8
Prosecutions under WHS Act	0	0
Workplace safety inspections*	1516 safety leadership visits	1284 safety leadership visits

* Target based on the number of senior managers for the reporting year

Sydney Trains' prime measure of workplace safety performance changed to the Total Recordable Injury Frequency Rate (TRIFR). TRIFR measures the number of employee injuries, comprising of lost time injury and medical treatment injury, per million hours worked.

Appendix 21: Executive and staff remuneration

OUR EXECUTIVE MANAGEMENT AS AT 30 JUNE 2021

Name	Position	Periods position held	Qualifications
Matthew Longland	Chief Executive	14 Jun – 30 Jun 21	<p>Masters of Business Administration (Executive)</p> <p>Graduate Diploma, Urban and Regional Planning</p> <p>Bachelor of Built Environment, Urban and Regional Planning</p>
Peter Church	Acting Chief Executive	7 Apr – 13 Jun 21	<p>PHD, Civil Engineering – Surveying and Photogrammetry</p> <p>BEng (Hons) – Class 2(I) Civil Engineering</p> <p>Post Graduate Award Business Leadership</p>
Suzanne Holden	Acting Chief Executive	1 July 20 – 6 Apr 21	<p>Graduate Australian Institute Company Directors</p>
	Chief Customer Officer	7 Apr – 30 Jun 21	<p>Diploma Business Administration</p> <p>Bachelor of Arts (Hons) Mathematics and Drama</p>
Karen McCarthy APM	Acting Chief Customer Officer	1 Jun 20 – 30 Apr 21	<p>Masters of Public Policy</p> <p>Graduate Certificate in Public Administration</p> <p>Bachelor of Social Science (Criminology)</p> <p>Associate Diploma in Criminal Justice</p>
Hayden Donoghue	Executive Director Train Crewing	1 Jul 20 – 30 Jun 21	<p>Bachelor of Business (Agribusiness)</p> <p>Masters of Business Administration</p> <p>Graduate Certificate Supply Chain and Logistics</p>

Name	Position	Periods position held	Qualifications
Nev Nichols	Acting Executive Director Engineering and Maintenance	1 Jul 20 – 30 Jun 21	<p>Bachelor of Science Technology (Hons)</p> <p>Post Graduate Diploma Management</p> <p>Fellow of the Institute of Engineering and Technology</p> <p>Fellow of the Institute of Railway Signal Engineers</p> <p>Member Australian Institute of Company Directors</p>
David Callahan	Executive Director Strategy, Portfolio and Investment	1 Jul 20 – 30 Jun 21	<p>Masters of Business Administration</p> <p>Bachelor of Social Science</p> <p>Graduate Australian Institute of Company Directors</p> <p>Executive Fellow Program Australia and New Zealand School of Government</p>
Chadi Chalhoub	Acting Executive Director Safety, Environment, Quality and Risk Group Rail	1 Jul 20 – 30 Jun 21	<p>Masters of Business Administration (Executive)</p> <p>Bachelor of Applied Science</p> <p>Graduate of Australian Institute of Company Directors</p> <p>Fellow of Cultural Diversity and Leadership</p>
Tracey Taylor	Acting Executive Director People and Corporate Affairs, Group Rail	<p>12 Jun – 30 Jun 21</p> <p>10 Oct – 10 Dec 20</p> <p>20 Jul – 6 Aug 20</p>	<p>Graduate Certificate Human Resources and Industrial Relations</p>
Mark Cox	Acting Executive Director People and Corporate Affairs, Group Rail	<p>11 Jan – 11 Jun 21</p> <p>7 Aug – 9 Oct 20</p>	<p>Masters of Human Resource Management</p>
David Hyland	Acting Executive Director People and Corporate Affairs, Group Rail	1 Jul – 19 Jul 20	<p>Bachelor of Engineering (Production)</p>

Name	Position	Periods position held	Qualifications
Darren Cavanagh	Acting Executive Director Finance and Business Services Group Rail	19 Dec 20 – 30 Jun 21	Bachelor of Business (Business Management) Associate Diploma Computer Applications
Irene Rusak	Acting Executive Director Finance and Business Services Group Rail & Corporate Counsel	1 Jul – 18 Dec 20	Bachelor of Laws, Law Graduate Diploma Applied Corporate Governance Chartered Secretaries Australia

NUMBER AND RENUMERATION OF SENIOR EXECUTIVES Bands 1-3

In 2020-21, the percentage of total employee-related expenditure relating to senior executives was 2.0 per cent compared to 2.8 per cent in 2019-20.

Transport senior service level	Female	Male	Total	Average total remuneration package
TSSE Band 3				
2020-21	1	1	2	530,000
2019-20	2	0	2	469,000
2018-19	0	2	2	586,814
2017-18	1	2	3	540,300
TSSE Band 2				
2020-21	3	15	18	353,322
2019-20	4	19	23	367,904
2018-19	3	20	23	369,059
2017-18	4	23	27	354,572
TSSE Band 1				
2020-21	36	100	136	251,421
2019-20	35	102	137	254,062
2018-19	31	89	120	252,196
2017-18	22	78	100	250,142
2020-21 total	40	116	156	378,248
2019-20 total	41	121	162	363,640
2018-19 total	34	111	145	402,689
2017-18 total	27	103	130	381,671

TOTAL EMPLOYEE HEADCOUNT BY SALARY BAND

Annual salary	2017-18 Total count*			2018-19 Total count#			2019-20 Total count*			2020-21 Total count*		
	F	M	Total	F	M	Total	F	M	Total	F	M	Total
<\$50,000	135	343	478	179	426	605	23	50	73	31	77	108
\$50,001 – \$75,000	851	3282	4133	970	3533	4503	1041	2881	3922	1054	2804	3858
\$75,001 – \$100,000	353	2395	2748	370	2228	2598	510	3029	3539	599	3054	3653
\$100,001 – \$125,000	241	992	1233	266	955	1221	296	1000	1296	320	1036	1356
\$125,001 – \$150,000	244	862	1106	271	1041	1312	265	931	1196	262	896	1158
>\$150,000	84	321	405	93	307	400	253	765	1018	276	812	1088
Total	1908	8195	10,103	2149	8490	10,639	2388	8656	11,044	2542	8679	11,221

* Inclusive of industry allowance.

Exclusive of industry allowance.

Workforce diversity

Information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements. During 2020-21, steady progress was made towards achieving TfNSW's diversity and inclusion targets. We continued to implement initiatives to further improve the integrity of employee diversity data and understand the cluster workforce, such as system enhancements for employees to easily self identify and update their diversity data.

REPRESENTATION OF WORKFORCE DIVERSITY GROUPS

Workforce diversity group	Benchmark (by 2025)	2019	2020	2021
Women	50%	20.2%	21.7%	22.7%
Women in leadership	40%	23.1%	24.9%	28.4%
Aboriginal and Torres Strait Islander people	3.3%	1.8%	2.1%	2.5%
People whose first language spoken as a child was not English	23.2%	3.5%	4.4%	5.3%
People with a disability	5.6%	1.7%	1.7%	1.8%
People with a disability requiring work-related adjustment	N/A	0.1%	3.7%	2.4%

* Source: Public Service Commission Workforce Profile - Workforce Diversity Report Transport Sydney Trains

Women in leadership

Sydney Trains has increased the representation of women in leadership roles by 3.5 per cent, bringing the total number of women to 181 (28.4 per cent). Talent attraction strategies have focused on the language used in job advertisements, promoted flexible work and created gender-balanced shortlists to help us focus on meeting targets.

Appendix 22: Workplace relations and policy

Industrial relations policies and practices

Sydney Trains' Enterprise Agreement 2018 nominally expired on 1 May 2021. In advance of its expiry, an extension to the existing agreement was proposed to our employees in February 2021, in an attempt to offer stability and certainty around their benefits, allowances, pay and conditions in a time of significant change.

The proposal stood to ensure that employees maintained access to the generous conditions to which they had been entitled throughout the life of the existing enterprise agreement and the Redundancy and Redeployment Deed, while also implementing the NSW Government wages policy decision of 0.3 per cent for 12 months.

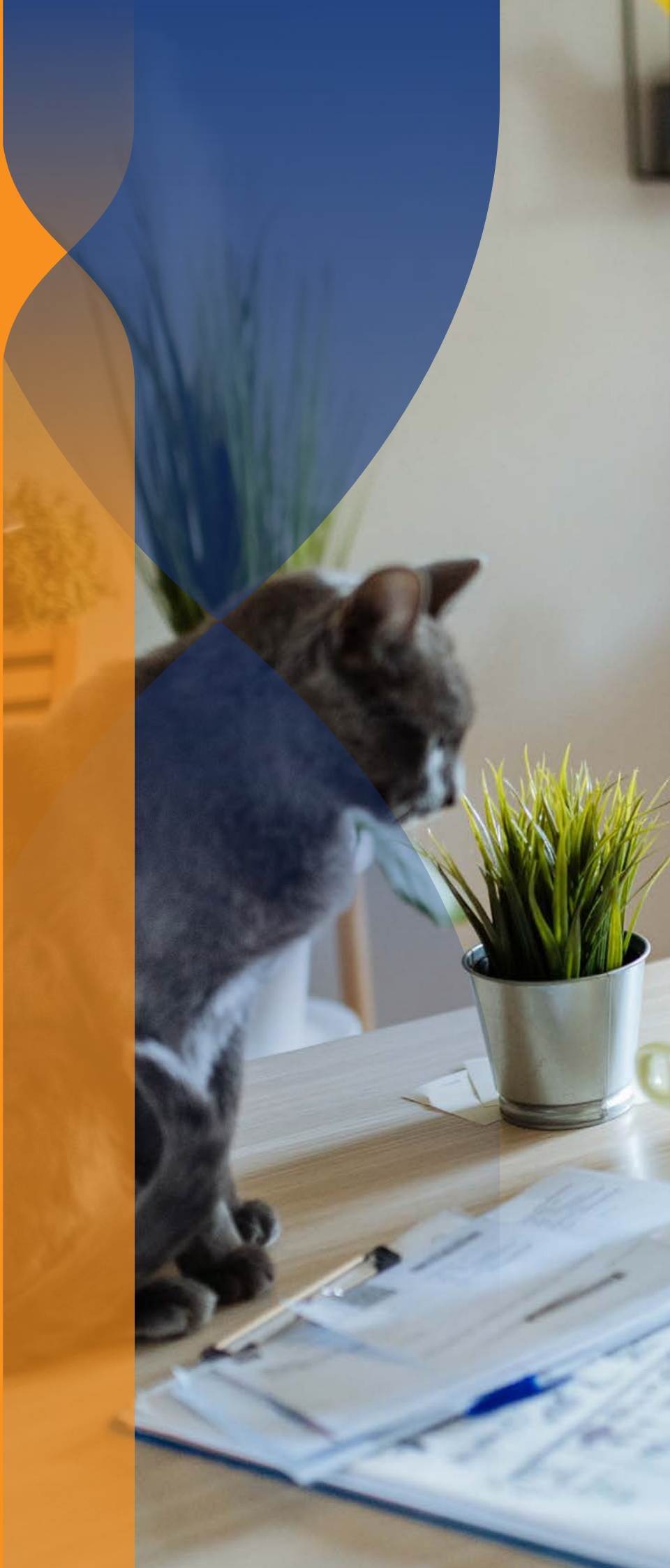
After going to an employee vote, as required by the *Fair Work Act 2009*, the proposal did not obtain a majority support vote. Over 50 per cent of employees who voted, voted against the proposal.

Negotiations for a new enterprise agreement were advised to employees on 11 May 2021 and commenced on Wednesday 16 June 2021. Sydney Trains is committed to working collaboratively and respectfully with employee and union representatives as negotiations continue to secure the best possible agreement for our employees and business.

Participation in industrial action

Nil days were lost due to employee participation in industrial action for 2020–21.

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, Mathematics and Construction
TfNSW	Transport for New South Wales
WiSE	Women in STEMC Employment

Definitions

Greater Sydney	<p>The five districts defined by the Greater Sydney Commission are:</p> <p>Eastern Bayside, Burwood, Canada Bay, Inner West, Randwick, Strathfield, the City of Sydney, Waverley, Woollahra</p> <p>Northern Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Northern Beaches, Mosman, North Sydney, Ryde, Willoughby</p> <p>Southern Canterbury-Bankstown, Georges River, Sutherland</p> <p>Western Blue Mountains, Penrith, Hawkesbury, Camden, Campbelltown, Fairfield, Liverpool, Wollondilly</p> <p>Central River City Blacktown, Cumberland, Parramatta, The Hills</p>
Intercity Trains	The train network operated by NSW Trains under the brand NSW TrainLink. It includes the 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, e.g. 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).

Sydney Trains

PO Box K659
Haymarket NSW 1240

www.transport.nsw.gov.au

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