Message from the Chief Operating Officer

I am pleased to present the NSW TrainLink Corporate Plan, which sets out our direction for 2017–18 and beyond.

Since NSW TrainLink was established in 2013, we have built a solid foundation, getting the basics right by focusing on safe, reliable and clean journeys for our customers.

We must now rise to the challenge of building a sustainable business, making good decisions that get us ready for two new fleets – to connect communities and provide comfortable journeys for our customers.

Every year we serve over 38 million customers on our train and coach services and we want to work to provide excellent customer service to each and every one of our customers.

We will do this by strengthening our partnerships with the communities we serve, transforming ourselves, focusing on customer-centric solutions through a better customer experience, and delivering value for the communities and taxpayers of NSW. As always, the safety of our customers and our staff will continue to be top of mind for every one of us.

Our Corporate Plan sets the framework for how we will achieve our purpose, how we will deliver on our business objectives, and what we will focus on in the year ahead.

Our major focus areas will be preparing for our two new fleets. In 2019 we will start operating the New Intercity Fleet, this will represent a once in a generation opportunity to provide better customer experience for intercity customers. To take delivery of the fleet we have to start transforming, rethinking the way we work to adapt to new technology and meet challenging customer expectations.

We will also be working hard to get ready for a new regional fleet which is to be delivered by the early 2020s.

These new fleets will provide the opportunity to meet our customer expectations of a modern and reliable train service and ensure we are delivering our customers tangible benefits.

We will transform ourselves, we will spend smarter, and we will put the customer at the centre of everything we do. We are committed to engaging with communities and connecting people throughout NSW, while continuing to deliver safe, reliable, punctual, clean services, and building a modern, sustainable business.

Pete Allaway
NSW TrainLink Corporate Plan 2017–18

NSW TrainLink, in collaboration with Transport for NSW, has prepared the Corporate Plan for 2017-18. This plan sets out the programs of work that NSW TrainLink will deliver in the year ahead to stay focused on realising its purpose: To connect people and communities throughout NSW.
Our plan and contribution to integrated transport outcomes

NSW TrainLink, as part of the Transport Cluster, helps to deliver integrated transport solutions and improved transport outcomes for the community and economy of NSW.

We contribute to the Premier’s Priorities and the State Priorities by ensuring that the customer is at the centre of our decision making as we work to improve their experience and satisfaction with our services. We connect with our communities regularly because we know that we can work together to find innovative, local solutions and because we want to be a part of the communities we serve. We also work with our transport partners to improve the punctuality and reliability of our services.

We provide intercity, regional and interstate train and coach services for customers travelling longer distances, who need comfortable and reliable services with on-board facilities. The train and coach network reaches as far as Broken Hill and Bourke in the west, Eden and Melbourne in the south, and Brisbane in the north. Intercity train services operate between Sydney and the Hunter, Central Coast, Blue Mountains, Southern Highlands, Illawarra and South Coast.

Transport Cluster outcomes

NSW TrainLink makes an important contribution to delivering the Transport Cluster outcomes of Travel, Access, Environment, Business, Asset and Safety. We have ensured that our business objectives work towards delivering the Transport Cluster outcomes and we focus on initiatives that deliver the right outcome and have the biggest impact.

Our purpose

Transport for NSW purpose
To make NSW a better place to live, do business and visit, by managing and shaping the future of the whole transport system.

NSW TrainLink is committed to the Transport for NSW purpose as it provides a focus for the common goals we share with our transport partners.

NSW TrainLink purpose
To connect people and communities throughout NSW.

The NSW TrainLink purpose helps us understand our contribution to the Transport Cluster and the broader integrated transport goals.
Our priorities

Everything we do is aligned to our four priorities of be safe and secure, build connections, create great customer experiences and spend smarter. They describe what we need to achieve over the next 5 years – we need to deliver excellence today, while transforming for the future. They help us identify and prioritise the activities we carry out beyond business as usual. Everything we do must be contributing towards driving change and helping us achieve these priorities.
Our investment

NSW TrainLink’s annual operating cost base is over $800 million which funds the operating costs for train crew, station staff and business support functions. It also supports the maintenance of the assets we use. Our annual capital expenditure is approximately $5.5 million. Additionally, we actively participate in the delivery of major service upgrades such as the New Intercity and Regional fleets and the Newcastle Interchange. We also participate in various forums where investment programs are prioritised such as Station Refresh and customer experience initiatives. These initiatives demonstrate our commitment to spending smarter for customers and the NSW taxpayer, creating smoother journeys and upgrading our services.

The average distance travelled by regional passengers is 356 kilometres per journey.

Modernising our business

NSW TrainLink operates in an environment with a specific set of challenges. These include a shifting customer base, funding gap, an aging fleet, and operating on an aging, busy and constrained network. We also know that the future of our business is dependent on getting the customer experience right – retaining our existing customers while attracting new ones.

We need to modernise our business and continually seek opportunities to better serve and connect regional communities, while providing value for money for customers and taxpayers. The New Intercity and Regional fleets will help us address some of our key business challenges, and there will be significant work for NSW TrainLink to prepare for the arrival of the fleets.

It’s an exciting time to be a part of NSW TrainLink as we embark on the largest transformational change in a generation. Technology is rapidly changing along with what our customers and communities expect of us, and we have to respond by modernising the way we do things and adapting to new technologies.

It is therefore essential that we transform our business so that we remain relevant, in an ever changing transport sector, while advocating for the needs of our intercity and regional customers and communities.

Each year customers take over 38 million journeys:
- 1.75 million regional passenger journeys on our trains and coaches
- 37 million intercity passenger journeys

Our customers travel on 713 regional train and coach services and 3050 intercity services a week.
Our commitments for 2017–18

The NSW TrainLink Five Year Business Plan outlines our business objectives which guide our decision making. It helps us prioritise the initiatives that will transform our business, while continuing to deliver excellent customer experience every day.

Ensuring business decisions are made through employing a rigorous evidence base will also help keep us focused on our highest priority initiatives.

Some examples of our priority initiatives and measures are included below.

**NSW TrainLink 5 year Business Plan**
How we will work together

The shared values of the Transport Cluster sets the expectation for how we will work together to deliver better outcomes for the people of NSW. Our Customer First Principles outline the behaviours we need to demonstrate to live these values.

Every person works in a collaborative manner, as one extended team, each playing an important part in shaping the results that are delivered to NSW TrainLink customers, the community and the economy.

<table>
<thead>
<tr>
<th>Values</th>
<th>Customer First Principles</th>
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<tbody>
<tr>
<td>Solutions</td>
<td>Presence</td>
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<tr>
<td></td>
<td>We deliver sustainable and innovative solutions to NSW’s transport needs</td>
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<tr>
<td>Safety</td>
<td>Own the solution</td>
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<td></td>
<td>We prioritise safety for our people and our customers</td>
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<td>Integrity</td>
<td>One team</td>
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<td></td>
<td>We take responsibility and communicate openly</td>
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<td>Customer focus</td>
<td>In the know</td>
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<td></td>
<td>We place the customer at the centre of everything we do</td>
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<tr>
<td>Collaboration</td>
<td>Choose safety</td>
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<td></td>
<td>We value each other and create better outcomes by working together</td>
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**NSW TrainLink is committed to reaching its diversity targets by December 2017 of:**

- Women in leadership with 25% of senior roles held by women
- Aboriginal and Torres Strait Islander representing 1.64% of our workforce
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