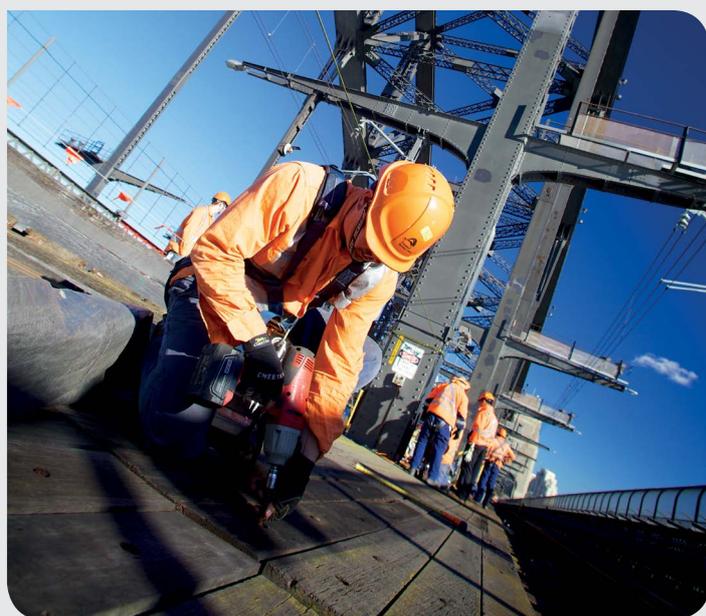
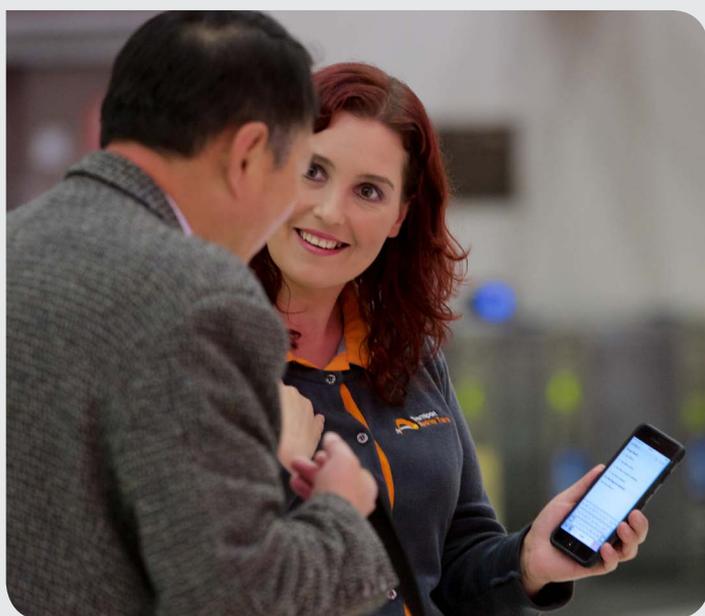


Sydney Trains

2014-15 Annual Report

Volume 1



Letter of Submission

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

Dear Minister

It is my pleasure to provide for your information and presentation to Parliament the *Sydney Trains Annual Report* for the year to 30 June 2015.

The report has been prepared in accordance with the *Annual Report (Statutory Bodies) Act 1984*, the *Annual Reports (Statutory Bodies) Regulation 2010* and the *Public Finance and Audit Act 1983*.
Yours sincerely



Howard Collins OBE
Chief Executive
Sydney Trains
31 October 2015

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1 Overview

1.1 Chief Executive Foreword



Welcome to the 2014-15 Annual Report for Sydney Trains.

During the past financial year, Sydney Trains has continued its strong focus on delivering safe, customer-focused, reliable and clean rail services. As a result, the safety of our customers and staff has improved, customer satisfaction has risen strongly to record levels and our punctuality level remains above target.

This year saw the completion of a number of significant projects. The South West Rail Link opened ahead of schedule and became part of the Sydney Trains network; the work to modernise our approach to maintaining rail infrastructure was completed, with the consolidation of 127 maintenance depots into 12 purpose-built network bases. Two new tamper machines joined the track maintenance fleet during the year.

Sydney Trains continued to focus on becoming a more efficient operator and maintainer, building on the reforms delivered since 2012. A program was established during 2014-15 to review and improve cost efficiency across the business and maintain the momentum of the reform agenda. Reform is underway in the Fleet and Major Works Divisions and in Sydney

Trains' support functions. In the Customer Service Directorate, the shift from an operational to customer-centric focus continued, with more staff switching from working in the back office to being more visible to our customers on ticket gates and platforms. It is expected that the Doing Better Business program will enable Sydney Trains to deliver significant savings over the coming financial year.

Customers continued to adopt new methods of obtaining information about their train services with thousands more signing up on Twitter to follow their rail line's service and send in comments about their experiences of travelling with Sydney Trains.

The station refresh program continued, with customers seeing a difference at a number of stations, including Town Hall, Wynyard and Central. Sydney Trains' Tangara fleet, its second largest after the Waratah fleet, continued to get a makeover to improve reliability and give them a fresh new look. New or expanded car parks were also opened at a number of stations.

During the reporting period, Sydney Trains has worked collaboratively with Transport for NSW and other agencies within the transport cluster to implement the roll-out of Opal across the network. In addition, the agencies kept customers moving during the severe storms in April and through major events across the State including the Cricket World Cup, Vivid and the Asian Cup.

A handwritten signature in black ink, appearing to read 'Howard Collins'. The signature is fluid and cursive, with a long horizontal line extending to the right.

Howard Collins OBE
Chief Executive
Sydney Trains

1.2 About Sydney Trains

Sydney Trains commenced operations on 1 July 2013 and is the operator and maintainer of rail services across metropolitan Sydney. Sydney Trains' area of operations covers the metropolitan Sydney area bounded by Berowra, Emu Plains, Macarthur and Waterfall.

In addition, Sydney Trains operates the Rail Management Centre. It is responsible for the maintenance of \$29 billion of Railcorp assets including tracks, trains, signals, overhead wiring, stations and facilities. Sydney Trains also maintains trains for NSW TrainLink and a large proportion of the infrastructure it uses. Key users of Sydney Trains-maintained infrastructure are the 10 freight operators which apply for access to the network Sydney Trains, and receive paths on which to operate.

Sydney Trains' vision is to keep Sydney moving by delivering safe, customer-focused, reliable and clean rail services. In addition, during 2014-15, Sydney Trains recorded an 88 per cent customer satisfaction rate (up 10 percentage points in two years) and achieved 93.9 per cent peak punctuality for the year, against its target of 92 per cent.

Sydney Trains aims to contribute to the success of transport in NSW by running effective and efficient rail services that exceed its customers' expectations, support growth and contribute to the broader community and the economy.

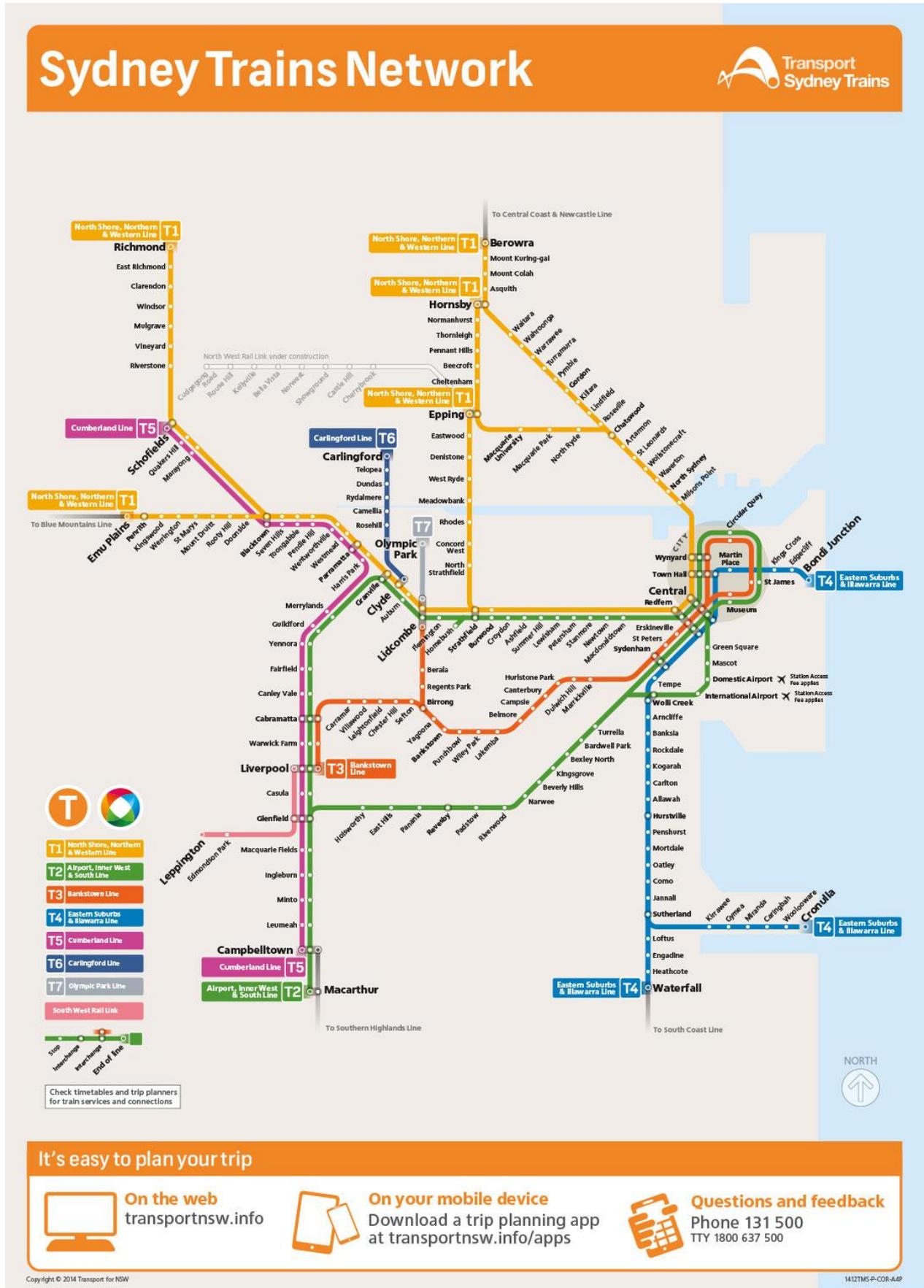
Sydney Trains' Aims & Objectives

Sydney Trains aims to deliver safe, customer-focused, reliable and clean rail services.

It has six strategic objectives:

- **Safety** – to create and foster an environment that improves safety
- **Customer, accessibility and travel** – to improve customer experience with rail transport services and run trains on time
- **People** – to create an effective leadership culture and an engaged workforce
- **Business** – to improve efficiencies across Sydney Trains
- **Assets** – to manage assets for Sydney Trains and NSW TrainLink by balancing cost, risk and performance
- **Environment and community** – to implement our environment strategy and deliver a more effective approach to community engagement.

1.3 The Sydney Trains Network

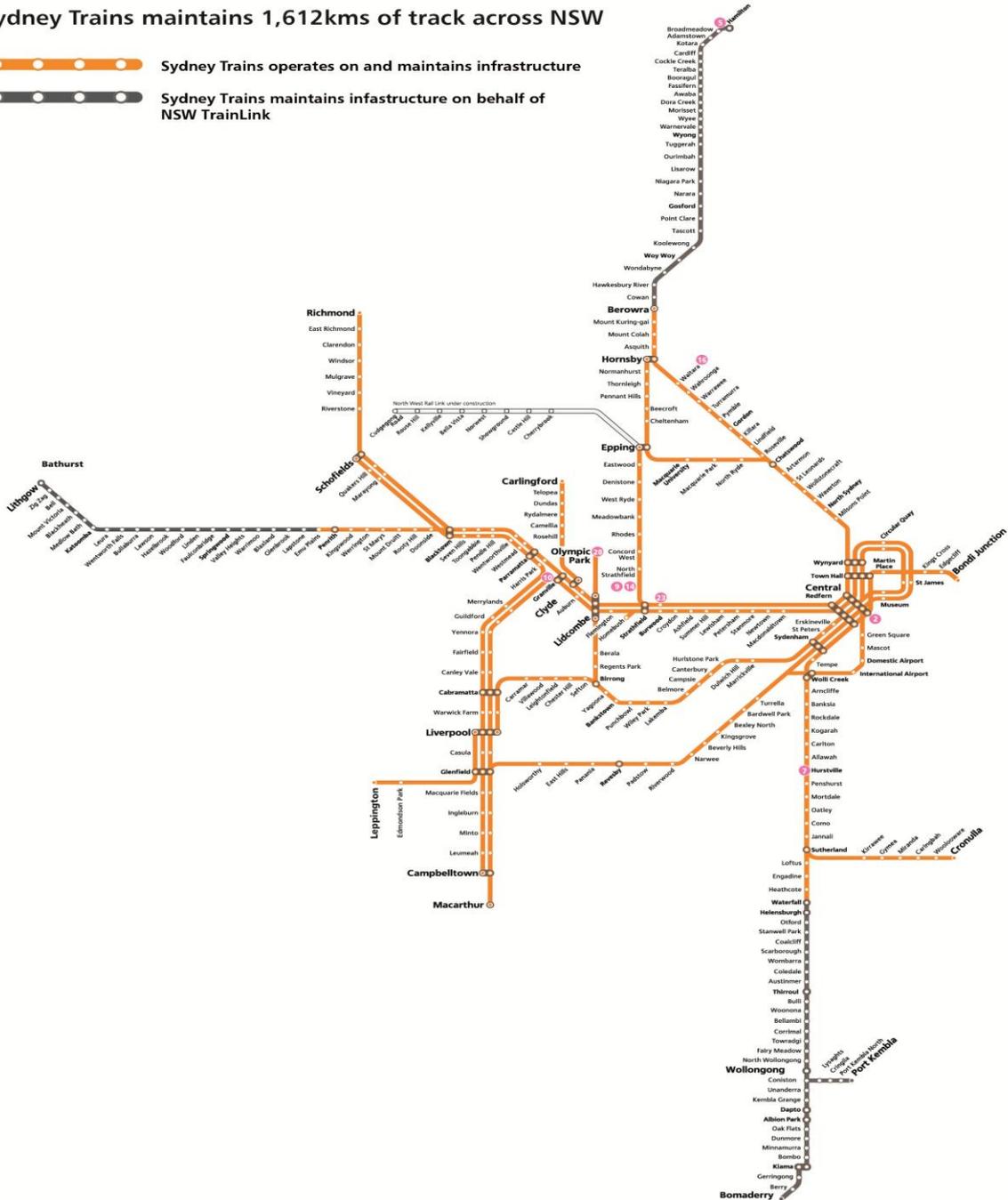


Sydney Trains infrastructure responsibilities



Sydney Trains maintains 1,612kms of track across NSW

-  Sydney Trains operates on and maintains infrastructure
-  Sydney Trains maintains infrastructure on behalf of NSW TrainLink



1.4 Strategic Alignment with NSW Government

Sydney Trains was established under the Transport Administration Act. In this context, Transport for NSW (TfNSW) is responsible for managing and shaping the future of the transport system in NSW. TfNSW operates on a funder-purchaser-provider model with primary responsibility for coordinating transport policy, funding allocations and planning for all modes of transport. Under this model, service level specifications and reporting requirements are set out in performance based service contracts between TfNSW and the service provider. Sydney Trains operates under a Rail Service Contract (RSC) with TfNSW. The contract stipulates the Government's expectations around service levels, service alterations, community consultation, regular service reviews, performance standards and the handling of complaints. Sydney Trains is committed to the delivery of the NSW Government transport priorities and plans. The Sydney Trains strategy is therefore aligned to a number of key planning inputs and frameworks including:

- NSW 2021 goals
- NSW Long Term Transport Master Plan
- Sydney's Rail Future
- TfNSW's purpose
- TfNSW's values
- TfNSW Corporate Plan (Connections towards 2017)
- Transport Outcomes Framework (TOF)
- Services and Operations Plan (SOP)
- Total Asset Management Plan (TAM)

These are briefly described in the following pages.

NSW 2021 Goals

NSW 2021 is the NSW Government's 10-year strategic business plan. This sets out the priority areas for action and guides resource allocation. Through NSW 2021, the Government has committed to delivering an efficient and effective transport system, which brings significant benefits to the community and businesses. Under NSW 2021, key goals relevant to Sydney Trains are:

Goal 7: Reduce travel times

Goal 8: Grow patronage on public transport by making it a more attractive choice

Goal 9: Improve the customer experience for people using public transport

NSW Long Term Transport Master Plan

The NSW Long Term Transport Master Plan covers all transport modes across the State. The Plan sets out a clear direction for transport in NSW over the next 20 years, outlining the approach to integrate, grow, modernise and manage the transport system while putting the customer first. Key areas of focus are to improve operational and network efficiencies along with the completion of a new rapid transit system (Sydney Metro), a second harbour crossing and further capacity increases.

Sydney's Rail Future

Sydney's Rail Future is a long term plan to increase the capacity of Sydney's heavy rail network through investment in new services and upgrading of existing infrastructure. It is a plan to improve the customer's experience by modernising Sydney's rail network.

Sydney's Rail Future is an integral part of the NSW Long Term Transport Master Plan, and covers five key stages:

1. Operational efficiencies
2. Network efficiencies
3. New rapid transit system
4. Second Harbour Crossing
5. Southern sector conversion.

TfNSW's purpose

To make New South Wales a better place to live, do business and visit by managing and shaping the future of the whole transport system.

TfNSW's values

TfNSW's values define the character of the agency and guide its decision making and behaviour. They are the standards it sets for interactions with its customers, the community and stakeholders; the way that its people work with each other every day; and the principles TfNSW expects to see upheld by its partners in the Transport cluster

TfNSW's values are:

- **Customer focus:** We place the customer at the centre of everything we do
- **Collaboration:** We value each other and create better outcomes by working together
- **Solutions:** We deliver sustainable solutions to NSW's transport needs
- **Integrity:** We take responsibility and communicate openly
- **Safety:** We prioritise safety for our people and our customers.

TfNSW's values are enabled by Sydney Trains' SPACE behaviours: Safety, Pride, Accountability, Collaboration and Excellence.

TfNSW Corporate Plan (Connections towards 2017)

The TfNSW Corporate Plan sets out the priorities, goals and success indications for developing the transport systems through to 2017. Five key strategic priorities have been identified for the next three years:

1. Focus on the customer
2. Increased productivity and economic development
3. Innovation and excellence in transport delivery
4. A safer and more sustainable transport system
5. An agile, high-performing and collaborative business

Transport Outcome Framework(TOF)

The Transport Outcomes Framework (TOF) is an overarching framework that articulates the social and economic outcomes that the Transport Cluster seeks to achieve.

The TOF is comprised of two elements:

1. The customer value chain which describes customer priorities and requirements for respective modes of transport and the way in which these shape services and operations delivered
2. The outcomes hierarchy which describes the high level social and economic outcomes that Transport delivers for NSW across all modes and services

TfNSW Services and Operations Plan (SOP)

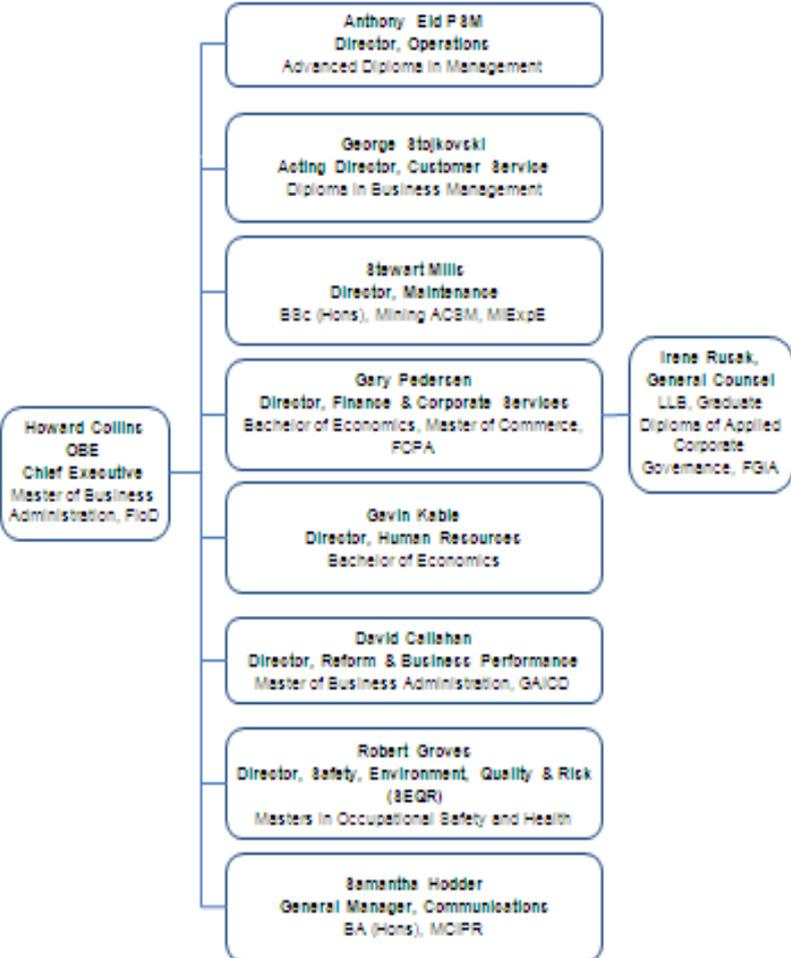
The SOP defines the high level services and operation goals, objectives and funding requirements across the Transport Cluster. The Plan outlines current operations and proposed future changes in light of long-term strategies and goals defined by TfNSW and the NSW State Government. The SOP outlines a number of key customer outcomes for rail including:

- Increase passenger capacity
- Provide customer focused services
- Improved network resilience and reliability
- Less disruptions and quicker recover from disruptions

Total Asset Management (TAM) Plan

TAM is a strategic approach to physical asset planning and management, outlining the asset and capital requirements to deliver service priorities and strategies. Sydney Trains works with TfNSW to develop and manage assets in accordance with NSW Government's Total Asset Management policies.

1.5 Executive Team



This structure was effective as of 30 June 2015.

1.6 Financial Performance Summary

For the 2014-15 year, Sydney Trains received \$1,836.5 million [2013-14:\$1,837.8 million] in income from operating activities, while total expenses of \$3,371.6 million [2013-14: \$3,224.0 million] were incurred in operations, depreciation and financing costs. The resulting deficit from operations, before government support, was \$1,535.2 million [2013-14: \$1,386.2 million].

Government contributions towards day-to-day operations of Sydney Trains were \$1,256.5 million [2013-14: \$1,186.4 million], resulting to an operating deficit of \$278.7 million [2013-14: \$199.8 million] for the year. Government and other contributions towards Sydney Trains capital investment program totalled \$64.0 million [2013-14: \$28.5 million] and after treating this as income for the year, Sydney Trains recorded a deficit from continuing operations of \$214.7 million [2013-14: \$171.3 million].

Other comprehensive income for the year, including revaluation of property, plant and equipment, totalled \$10.5 million [2013-14: \$389.2 million]. The impact in the prior year is due to the revaluation of rolling stock assets. The Total Comprehensive Income for the period was therefore a deficit of \$204.2 million [2013-14: surplus \$217.9 million].

Cost Recovery

During 2014-15 Sydney Trains recovered \$1,019.9 million [2013-14: \$987.1 million] in services revenue from related transport entities, \$566.3 million for operational and maintenance services to related transport entities [2013-14: \$579.2 million], \$447.7 million for capital delivery activities as construction revenue [2013-14: \$403.8 million] and \$5.9 million for assigned staff to other entities [2013-14: 4.3 million].

Total expenses (net of recoveries) were \$2,351.7 million [2013-14: \$2,236.9 million]. Passenger services revenue of \$712.4 million [2013-14: \$745.3 million] represents cost recovery of 30 per cent of Sydney Trains' total expenses through fares.

Performance against Budget

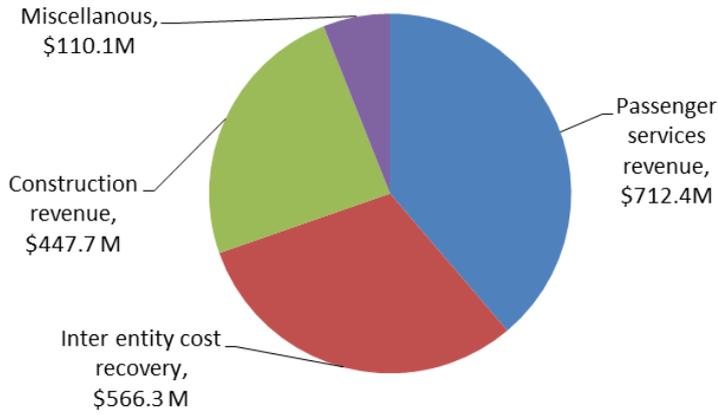
Sydney Trains Net Operating Income performance was \$56.4 million better than budget reflecting a key focus on cost management.

The operating budget targets for 2015-16 reflect ongoing productivity improvements, while allowing for the continued growth in services.

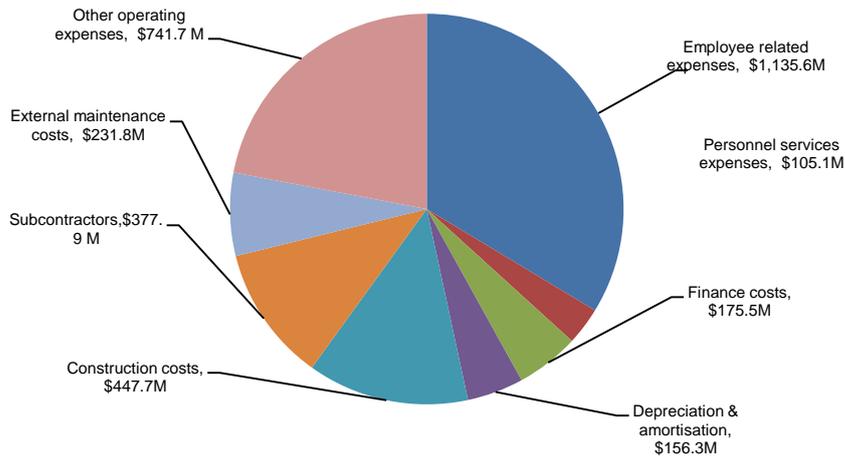
Maintenance Expenditure

Maintenance expenditure by Sydney Trains totalled \$1,204.4 million [2013-14: \$1,118.3 million], which included \$261.5 million [2013-14: \$212.5 million] of capitalised maintenance on RailCorp assets. (Total maintenance undertaken includes work performed for NSW Trains fleet, facilities and network infrastructure).

Income from Operating Activities \$1,836.5M



Total Expenses \$3,371.6M



Total Maintenance \$1,204.4M

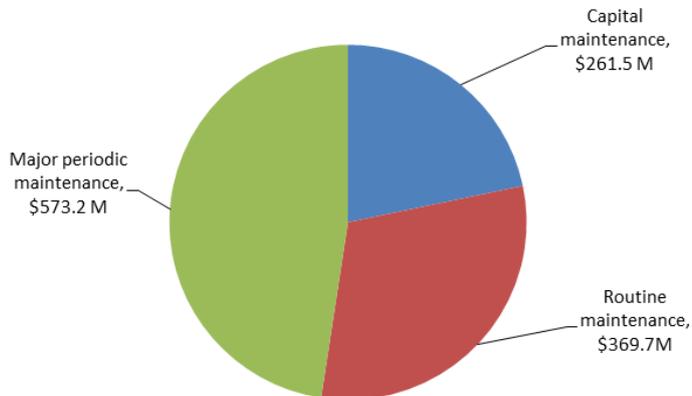


Table 01: Sydney Trains' financials at a glance

	2014/15	2013-14
	\$ million	\$ million
Passenger services revenue	712.4	745.3
Other income	1,124.1	1,092.5
Income from operating activities	1,836.5	1,837.8
Total expenses	3,371.6	3,224.0
Deficit from operations before government contributions	-1,535.2	-1,386.2
Government subsidies and concessions	1,256.5	1,186.4
Deficit from operations before capital contribution	-278.7	-199.8
Government contributions for capital expenditure	64.0	28.5
Deficit from continuing operations	-214.7	-171.3

Table 02: Cost and revenue per journey

Sydney Trains	2014-15	2013-14
Total Expenses per passenger journey *	\$8.06	\$7.93
Passenger Revenue per passenger journey	\$2.44	\$2.64

* Total Expenses excludes the cost of services provided to related transport agencies

Capital Investment

Sydney Trains total capital investment was \$56.9 million including Waratah enabling works of \$13.9 million delivered by TfNSW.

Sydney Trains was also engaged in the delivery of capital works for RailCorp assets throughout the year. In total, Sydney Trains delivered \$490.7 million [2013-14: \$445.8 million] of capital works, including \$261.5 million [2013-14: \$212.5 million] of capitalised maintenance.

2 Performance

2.1 Safety

The safety of customers, staff and the general public has remained the highest priority for Sydney Trains throughout 2014-15. The comprehensive Sydney Trains Safety Management System continues to exceed regulatory and statutory requirements.

Customer and Operational Safety

Customer safety is maintained and monitored through Sydney Trains' operational effectiveness and its attention to customer-specific safety measures.

Sydney Trains measures operational safety performance through the Operational Safety Index (OSI), a composite of 12 incident categories having potential to present significant risk to passengers. Those incident categories are:

- High-risk SPAD (Signal Passed at Danger)
- Explosion
- Train exceeding the published speed limit with risk of derailment
- High-risk collision
- High-risk derailment
- High-risk signal defect
- Collision with a motor vehicle at a level crossing
- High-risk broken rail
- High-risk track geometry defect
- High-risk track misalignment
- High-risk rolling stock defect
- Accidental passenger fatality

Sydney Trains' annualised OSI performance is presented in the adjacent graph, which also shows RailCorp's performance from its last year of operation.

To calculate the Index the total number of qualifying incidents for each year have been normalised per million passenger journeys.

The annualised index value for 2014-15 of 0.051 was favourable to the target of 0.082.

Customer-specific safety measures addressed during the year included key safety elements of the ongoing Stations Refresh program, overseeing the refurbishment of stations with improved lighting and accessibility, better signage, wayfinding and schedule information, and modernisation of facilities including the installation of Opal card readers across the network.

Customer assistance measures have also improved with greater staff visibility and particular focus on customers utilising mobility devices such as prams and scooters. A program encouraging greater staff interaction with customers was also implemented, delivering the message about safer ways to travel on our network. In conjunction with Transport for NSW, Sydney Trains also conducted mobility accessibility open days at six locations within the North and West station areas. Staff have also been provided with dedicated apps on their iPhones and iPads to provide immediate guidance to customers on services and schedules.



In a dedicated and unique customer safety campaign Sydney Trains partnered with NBC/Universal to promote safety awareness and safe behaviours by utilising characters from the "Minion" franchise. Media used included cross track and station digital assets, Station Passenger Information Screens, collateral inside trains, and on stations. The program was launched at Central Station by the Chief Executive with the help of the Minion characters, who made appearances at three other stations across the network. Social media platforms Facebook and Twitter were also engaged to see the campaign reach an audience of over 300,000 customers.

Employee safety

Our key performance indicator for employee safety remains the Lost Time Injury Frequency Rate (LTIFR), measuring the number of staff injuries leading to lost working hours, normalised per million hours worked.

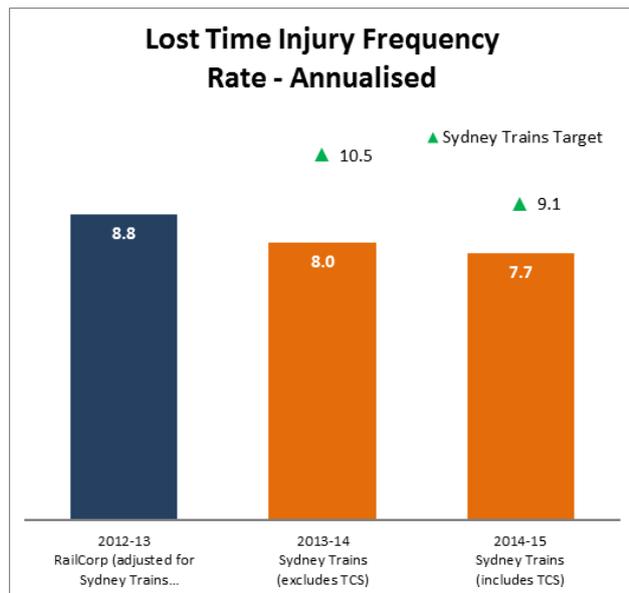
During the course of 2014-15 Sydney Trains assumed responsibility for approximately 500 additional workers who had previously been employed by Transport Cleaning Services (TCS). These workers clean trains at major stations, and have traditionally shown very high injury frequency rates.

The end-of-year LTIFR performance for Sydney Trains of 7.7 is significant, showing progressive improvement notwithstanding the addition of the TCS personnel, and strong performance against the target of 9.1 (TCS inclusive).

Ongoing improvements in LTIFR performance are due to a number of programs and initiatives, including:

- The Target Zero program, which has now delivered training to over 70 per cent of Sydney Trains staff. The program's objectives are to create a positive safety culture, a workforce with a shared commitment to safety that extends to the home and community, and improved hazard and near miss awareness. Over 90 per cent of managers have now attended the two-day leaders' course, and over 50 per cent of frontline staff have attended the one-day teams' course.
- Improved hazard identification and reporting processes aimed at better staff awareness for avoidance of injuries, and improved management response to hazard reporting.
- Improved management processes to reduce recurrence of safety related incidents, to provide better injury and return-to-work performance, and to enhance manager accountability for workplace safety incidents.

The overall reduction in the number of lost time injuries has been accompanied by a reduction in the average days lost as a result of injury, and a reduction in both the number and overall cost of Workers Compensation claims, in aggregate representing a significant financial benefit to Sydney Trains.



2.2 Customer

Sydney Trains aims to improve the customer experience with rail transport services.

KPI	2014-15 Annual Results	Comments
Customer Growth*	3.43%	Customer journeys continue to grow at a faster rate than target
Overall Customer Satisfaction	88% May 2015	Customer satisfaction continues to increase (10 percentage points in 2 years)
CIFR - Customer Injury Frequency Rate*	3.04	3.04 injuries per million customer journeys; well within target

*Results are based on revised figures published by Bureau of Transport Statistics

The customer satisfaction rating for Sydney Trains increased from 85 per cent to 88 per cent during the year. Work continued to improve stations, with the Station Refresh Program continuing at 53 locations, and raising the percentage of customers experiencing improvements to the stations they use to 69 per cent. The work included the \$8million refurbishment of Town Hall which is part of TfNSW's Transport Access Program designed to provide a better experience for public transport customers by delivering accessible, modern, secure and integrated transport infrastructure. The program includes improving station buildings and making them more accessible, extra lighting and help points, signage improvements and maintenance such as painting.

Sydney Trains continued to focus on improving cleaning standards and delivering the best possible cleanliness outcome for customers. During the year, 180 new cleaning equipment units were introduced along with flying gang trucks equipped with the latest cleaning technology. A four month cleaning project of Central Station's Grand Concourse was completed.

The first station information hubs were installed at Central and North Sydney stations, giving customer service staff easy access to service information and enabling them to spend more time out on the platforms providing assistance to customers. Work to improve signage and wayfinding on the network saw the installation of more than 1500 individual signs including 21 illuminated Mode Identifier 'T' wayfinding signs.

Sydney Trains addressed the issue of delays caused by customers taken ill on trains through its sick customer management plan and the introduction of paramedics at 14 stations. The plan reduced delays caused by sick customers by 30 per cent.

Other activities aimed at improving the customer experience included the continued delivery of a range of initiatives including:

- The completion of the Radio School training program for staff which has led to a noticeable improvement in announcements. More than 3000 staff attended the course
- Approval for an additional 65 Transport Officers to patrol the network
- Audio announcements in all 256 lifts on the network for customers who are visually impaired
- Skirt brushes installed on all 142 escalators to improve reliability
- All track work signage replaced across the Sydney Trains network

- Customer Service Station Duty Managers equipped with mobile devices, providing them with a “handheld office” enabling them to be out on the platform helping customers
- Ten Twitter handles covering every part of the network, with more than 20,000 followers. The number of followers grew each week during the year and a dedicated customer service team responds directly to customer comments.

2.3 People

The focus for the almost 10,000 people working at Sydney Trains during 2014-15 was to further embed a customer-focused culture across Sydney Trains, develop leadership capability, right-size the workforce in areas driven by change and drive accountability to individuals.

Key people activities:

- Successful negotiation of the 2014 Sydney Trains Enterprise Agreement with the Combined Rail Unions. The Agreement expires on 30 September 2017
- Completing the move of Network Maintenance staff from 127 bases into 12 purpose built depots. Overall, reform of the Network Maintenance Division achieved an efficiency of 450 positions
- Mobilising and developing station staff to become visible and customer solution orientated
- Establishment of an in-house Workforce Transition Centre to assist staff whose roles have been affected by change
- Transport NSW Drive IT leadership programs attended by 280 Sydney Trains supervisory and management staff
- Eighty women graduating from the FastTrack development program aimed at equipping women for the next step in their career at Sydney Trains
- The Sydney Trains apprenticeships scheme in key technical disciplines continued to build knowledge and skills across the workforce
- Health and wellbeing initiatives including Health Fairs, RUOK Day, influenza vaccinations, post-incident trauma support counselling and defibrillator training
- Commencement of the ‘Big Conversation’ initiative that connects the Chief Executive and Directors to all levels of the organisation

Employees by category 2013-14/2014-15

Categories	Number of employees 2013-14	Number of employees 2014-15
Train Operations	537	508
Train Crew	2447	2400
Station Staff	1918	1837
Asset Management – Trades	2341	2125
Asset Management – Engineering	569	552
Corporate	789	888
Professional	640	853
Presentation Services	n/a	525
Senior Service*	406	460
Other	181	222
Total	9828	10370

*TfNSW officers operating in Sydney Trains

During 2014-15, an organisation climate survey was administered with 70% of the Sydney Trains workforce responding. The results and feedback have provided management with a wealth of data on workplace culture issues, of which targeted actions have been implemented and continue into 2015-16. They include more face to face staff briefings and improved visibility of the management team across the organisation.

A number of Sydney Trains people have been recognised professionally throughout the year via industry associations and bodies, most notably the Australian Rail Association awards of Career Achievement to John Langron and the Frank Franklyn Young Rail Specialist Award to Hassan Boussi.

2.4 Operational Performance

In 2014-15, Sydney Trains achieved peak punctuality of 93.95 per cent, performing well against the annual target of 92 per cent. Sydney Trains' reliability improvement program contributed to the result as did the new network of modern maintenance depots and the Waratah fleet. The program included a staff awareness campaign, improved procedures and additional platform ramps and cabinets to assist Special Assistance Customers on and off the train. The implementation of the Sick Customer Awareness Campaign, improved procedures and paramedics located at critical network locations to assist sick customers from the train also contributed and staff from Sydney Trains, partners and suppliers participated in workshops at Hornsby, Blacktown, Flemington and Campbelltown to improve cross functional and organisational collaboration to improve reliability.

During the year:

- The T2 Inner West and T3 Bankstown lines were the best performing on the network, with peak punctuality of 96.9 and 96.1 per cent respectively.
- The total number of incidents such as train breakdowns, crew issues and delays due to customer illness, dropped by 2 per cent to 2,423.
- The Martin Place Siege in December saw Sydney Trains working with TfNSW, the Police and other transport operators to keep the city moving during the incident. Sydney Trains' operational readiness during a crisis were tested and staff worked together to keep services running, ensuring people were able to get home over the course of the 17-hour siege.
- During the April storms Sydney Trains staff worked hard to keep services moving. The unprecedented weather resulted in around 561 peak delays, including a lightning strike on 21 April at Waterfall that delayed 64 services simultaneously.

Sydney Trains issued over 850 guards with new mobile devices to enable a number of business benefits including better real time reporting of faults, easier access to business information, reduced time lag for data flow from front line to the Rail Management Centre and improved data quality. New apps were used to provide accurate and consistent fault information. Train guards will receive mobile devices in 2015. Sydney Trains opened its new rail services recovery centre in Belmore. The new facility is designed to be used if the Rail Management Centre at Central Station is out of use, and ensures the network can continue to run.

Sydney Trains launched Mousetrap, new on-board technology capable of apprehending graffiti vandals through the use of spray can paint sensors and hidden cameras. Its aim is to reduce the impact and volume of internal train graffiti vandalism. Mousetrap forms part of the broader Sydney Trains Vandalism Prevention Strategy, targeting depots, stations and trains using a mix of CCTV cameras, fencing and security patrols. The strategy is implemented jointly with the NSW Police Transport Command.

Sydney Trains worked closely with freight operators over the year to minimise the impact of freight operations on its network. The second annual freight forum was held to encourage partnership working.

2.5 Maintaining our Assets

Sydney Trains focused on providing competitive, integrated maintenance to deliver safe and reliable trains and infrastructure. Sydney Trains carried out \$352m of infrastructure and rolling stock maintenance for NSW TrainLink, and carried out major projects for TfNSW such as the upgrade of the Tangara fleet.

During the year, the 18-month program to consolidate 127 maintenance depots across NSW was completed with the creation of eight network bases and four satellite facilities. The program standardised systems and processes, reduced delays related to track infrastructure and cut the number of temporary speed restrictions across the network.

During the year, Sydney Trains sold Bathurst Rail Fabrication Centre (BRFC) to VAE Railway Systems, bringing in private sector expertise to fully utilise the site's growth potential. Sydney Trains also introduced a Rail Equipment Centre (REC) managed service agreement

Maintenance net operating cost per revenue car kilometre decreased. Employee productivity was increased through improved rostering and standardised operating instructions. The program to rationalise assets to improve reliability and maintainability continued with the removal of 106 turnout equivalents.

Incident response times continued to improve through the single integrated maintenance control centre (ICON) with 24/7 duty managers for incident coordination response. Access to track was improved through enhanced IT systems, project management, resource utilisation, and improved possession, design and construction schedules.

The Fleet Maintenance Improvement Program (FMIP) got underway in early 2015. The program aims to drive efficiencies across the Maintenance Directorate. A major component of the FMIP is the restructure of the Fleet Maintenance Centres at Eveleigh, Sydenham, Flemington, Mortdale, Hornsby and Broadmeadow. In addition, refurbishments are being made to Maintenance Centres including work to improve staff facilities. Work to improve the Major Works Division which delivers the annual asset renewal construction also got underway, including consolidating 35 work locations to four new sites and maintaining four existing facilities; building organisation capability and streamlining the structure to clarify accountabilities; packaging existing infrastructure maintenance and renewal programs; and improving work processes, including turnout renewals, track resurfacing and works planning process.

In August 2014, Sydney Trains assumed responsibility for the management of train cleaning, previously conducted by external contractors, Transfield. Fleet Presentation comprises 240 staff in 20 locations at depots and stabling yards. In the eight months from August 2014 to April 2015, 648,000 graffiti tags were removed – equivalent to over 40,500 square metres of graffiti. From September 2014 to February 2015, a total of 2,847 deep cleans of carriages were conducted by Sydney Trains Fleet Presentation team.

Customer satisfaction ratings for cleanliness across Sydney Trains are up by 15 percentage points over the last two years.

Fleet refurbishments

A program has been undertaken to refresh 200 V-set inter-city carriages since 2013 for NSW TrainLink. The refresh included new paint, LED lighting, carpet and refurbished seats as well as vandal-resistant wall sheeting in the toilet vestibules. The project to refurbish Hunter sets for NSW TrainLink. was completed in late 2014, with the work delivering updated interiors, reliability improvements and new livery.

The refresh of Tangara interiors was completed in December 2014 with customers benefitting from new window glass throughout, on-board network maps and signs, handrails and hanging handles for extra standing, new seat fabric, vinyl floor coverings and upgraded lighting.

Bridge renewals

A project to renew Granville Bridge was completed between 26–30 December 2014. Two years in the planning, the project team's planning ensured the facilities were available for New Year's Eve festivities. The bridge was delivered on time and on-budget and saw the use of a new hydraulic jacking system to lift the girders into place, reducing risk and scope of works.

The Wolli Creek Bridge Renewal in June and July 2015 increased clearance height and reduced noise on the bridge.

The Bombo Bridge Renewal (in May 2015) increased clearance height and improved pedestrian access.

2.6 Environment

During 2014-15, Sydney Trains' commitment to enhancing the environmental sustainability of the rail network resulted in a number of initiatives.

Energy efficiency improvements

Sydney Trains has continued to implement strategies and projects to improve its energy efficiency and reduce greenhouse gas emissions. Measures undertaken over the last financial year include:

- Continuing to roll-out new energy efficient LED light fixtures at stations. Around 20,000 LED fixtures have been installed across 64 stations saving approximately 3.5GWh of electricity and over 3000 tonnes of CO₂-e per annum.
- Installing new smart meters at 54 stations enabling electricity use to be more accurately measured, monitored and managed. Planning is also underway to install further smart meters at some maintenance centres and network bases.
- Equipping 12 new Network Maintenance Bases with energy-saving features such as energy efficient lighting and solar hot water systems as well as other sustainability features such as rainwater harvesting.
- Upgrading the lighting on the Tangara train fleet from fluorescent to energy efficient LED fixtures. These reduce the trains' auxiliary power consumption, cut down on

maintenance requirements, eliminate hazardous waste, and improve the customer experience through better lighting levels.

- Participating in the NSW Energy Savings Scheme and generating Energy Saving Certificates which are reinvested into further energy efficiency and small scale renewable energy projects.
- Maintaining an inventory of energy use and greenhouse gas emissions and reporting under the National Greenhouse and Energy Reporting scheme.
- Encouraging staff to conserve energy in their day to day activities and to participate in key initiatives, such as Earth Hour.
- Collaborating with asset delivery partners to ensure energy efficiency and carbon footprint is considered and addressed in the design and delivery of new rail assets.

Sydney Trains Biodiversity

During 2014-2015, Sydney Trains completed an ecological survey of 300kms of its electrical distribution network. The survey provides up to date information about threatened species, endangered ecological communities, wetlands, Drinking Water Catchment and National Park boundaries surrounding its assets.

This information will support staff and contractors to plan works to protect sensitive sites. Sydney Trains also worked with Rockdale City Council, Canterbury City Council, National Parks and Wildlife Services and the Wollie Creek Preservation Society to develop a management plan for the Grey-head Flying-Fox colony at Wollie Creek. The management plan will guide rehabilitation of vegetation at the site over the next 10 years to sustain habitat for the Flying Fox population in the area.

Noise

Management of the noise impacts of Sydney Trains' operations and maintenance activities continued to be a key environmental consideration. Sydney Trains actively engaged with the community in locations of particular concerns around horn use in tunnels for example, to better understand residents' concerns and increase their understanding of operational requirements and constraints. A program was initiated to improve the process for planning and assessing noise and vibration impacts from maintenance and construction activities. The program has improved mitigation of noise and vibration impacts, led to better communication with the local community and improved compliance with statutory requirements.

Training

Sydney Trains has developed dedicated environmental training programs to provide targeted guidance to staff. The new training course will improve staff's understanding and awareness of the environment and heritage legal requirements and improve environmental outcomes for Sydney Trains. This training will begin in September 2015 and will aim to train 200 Project Managers a year.

Climate Change

Sydney Trains' has commenced work on a comprehensive climate change adaptation management plan. The plan seeks to minimise the potential impacts of climate change on Sydney Trains assets and operations and build capability to adapt to climate change impacts.

2.7 Community Relations

During 2014-15 Sydney Trains undertook a number of initiatives to engage with the wider Sydney community. Highlights include:

- Workplace Giving Program supporting a range of organisations including Alzheimer's Australia, Lifeline Australia, NSW Rural Fire Service, Vision Australia and The National Heart Foundation amongst others
- Continuing work with disability advocates and organisations to identify and address barriers
- Facilitating access for national, regional and local charities to stations for fundraising efforts, including Jeans for Genes Day, Salvation Army Red Shield Appeal and Red Nose Day
- Presenting at local community meetings to explain Sydney Trains' role as operator of rail services across Sydney
- Hosting official visiting delegations from across the world, to showcase Sydney Trains to our international rail counterparts and share expertise
- Promoting Rail R U OK Day and raising awareness of the importance of mental health in the work place
- Celebrating the cultural diversity of the workforce at Sydney Trains, marking the 15th anniversary of Harmony Day
- Participating in TfNSW's office-based sustainability education campaign called 'We Do Sustainability' to mark World Environment Day 2015
- Partnering with the popular Minions characters and Universal Studios to educate young people and the broader community about being safe in and around trains.
- Launching Rail Safety Week with the Minister for Transport and Infrastructure The Hon. Andrew Constance MP and NSW TrainLink in partnership with the Track Safe Foundation.
- Delivering interactive and engaging workshops for students, young adults, and migrants on how to make the most of the rail network, including visiting Macquarie University and the University of NSW as part of Orientation Week 2015
- Encouraging staff to actively support causes that are important to them, such as the fundraising lunch arranged by the security team in support of Nepalese Earthquake victims.

Sydney Trains will continue to develop its community relations activities with direct stakeholder engagement, strategic partnerships and shared participation as an active member of the Sydney community.

2.8 Rail Heritage

Sydney Trains is responsible for managing one of the largest portfolios of statutory-listed heritage assets in NSW, including historic railway stations, bridges, workshops, signal boxes and significant railway landscapes. Sydney Trains has focused on initiatives which are consistent with: Sydney Trains' Heritage Asset Management Strategy (HAMS); its approach to improving heritage management; achieving conservation outcomes in project delivery and sharing Sydney Trains' history with the customer. These include:

- Completion of a number of heritage restoration and conservation projects across the organisation, including the conservation of a World War Two Air Raid Shelter sign at Town Hall Station which was the recipient of a highly commended heritage award by the NSW National Trust in May 2015; major restoration and conservation of Thirroul timber station building, and station refresh works at heritage-listed stations;
- Completion of a Conservation Management Strategy for Heritage Platforms, outlining the historical development of station platforms and identification of significant platform structures. The strategy has been used to improve the delivery and assessment of future platform works and long-term conservation of these heritage assets;
- Implementation of the Agency-Specific Rail Exemptions gazetted by the Minister for Heritage in March 2015. These exemptions allow the delegated self-approval of minor works to heritage-listed items on the State Heritage Register. The expansion and application of these exemptions by internal Sydney Trains Heritage Specialists has reduced external heritage approvals by 80 per cent, and streamlined delivery of key heritage projects across the network to improve the maintenance of heritage-listed assets;
- Review of the S170 Heritage & Conservation Register and submission to the NSW Heritage Division (Office of Environment Heritage) in December 2014, with nine new sites identified for heritage listing, and a detailed heritage study completed for South Eveleigh Railway Workshops. A separate movable heritage register has also been established, capturing historic objects across the NSW railway network to be conserved and displayed as part of the heritage interpretation of historic railway precincts and places;
- Collaboration with the NSW Heritage Division to conserve remnants of the historic Cox's Road on railway land at Woodford. This site is significant as one of the earliest remaining structures built by Europeans in Australia with a part of the road now remaining within Sydney Trains managed land. The site is now protected through statutory listing on the NSW State Heritage Register;
- Completion of heritage procedures for Unexpected Archaeological Finds and Decommissioning of Heritage Assets to support program delivery and works undertaken to sites of heritage significance. The procedures are part of Sydney Trains approach to ensuring a consistent approach to assessing and conserving significant heritage assets;

- Sydney Trains commemorated the centenary of ANZAC day with a free online exhibition for the public, outlining the effort of the 8,447 NSW Railway men and women who served in World War I. As part of the ANZAC centenary a special open day was held at Sydney's Mortuary Station in June 2015, with a free photographic display, public talks and troop train on display for the public;
- Sydney Trains celebrated 150 years of the opening of the Richmond railway line in November 2014, with a commemorative steam train and local community event open to the public. Historic displays on the day captured the history of the line and its changes over 150 years, with the local community and railway enthusiasts coming to see the steam train re-enact the original journey from Central to Richmond Station.
- Completion of an oral history project for Historic Signalling, now available online as a free download on the Sydney Trains website. The project included a video, audio-CD and compilation book capturing the decommissioning of the last Electronic Train Staff (ETS) system on the NSW passenger network. The project was the recipient of a highly commended heritage award by the NSW National Trust in May 2015;

3 Appendices

Appendix 1: Changes in Acts and subordinate legislation FY2014-2015

Electricity Network Assets (Authorised Transactions) Act 2015

Date of Commencement: 4 June 2015

This Act authorises and enables the Government to undertake a long-term lease of 49 per cent of the electricity networks, introducing private investment and management into TransGrid, Ausgrid and Endeavour. Electricity network assets comprise the assets, rights and liabilities of an electricity network state corporation, and associated electricity network land which is defined to include a range of lands including Sydney Trains, RailCorp and TfNSW.

Electricity Supply (General) Regulation 2014

Date of Commencement: 1 September 2014

The object of this Regulation is to remake, with certain omissions, the *Electricity Supply (General) Regulation 2001*. This Regulation contains provisions relating to matters such as customer consultative groups, distributor service standards, which are enforceable under the *National Energy Retail Rules*, an energy ombudsman scheme, exemptions from provisions of the *Electricity Supply Act 1995* for certain distribution network service providers and for certain supply arrangements.

Electricity Supply (Safety and Network Management) Regulation 2014

Date of Commencement: 1 September 2014

The Electricity Supply (Safety and Network Management) Regulation 2014 replaced under staged repeal the *Electricity Supply (Safety and Network Management) Regulation 2008*, and is made under the *Electricity Supply Act 1995*. It stipulates that network operators must take all reasonable steps to ensure the safety of design, construction, commissioning, operation and decommissioning of electricity distribution and transmission systems. The Regulation provides for the creation of safety management systems to assist network operators to comply with those requirements, and establishes the content of safety management systems.

Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2014

Date of Commencement: 1 July 2014

The Regulation amended the Heavy Vehicle (Adoption of National Law) Regulation 2013 to increase penalties for infringement notice offences, being offences against the *Heavy Vehicle National Law (NSW)* and the Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW) for which an infringement notice (also called a penalty notice) may be issued under the *Heavy Vehicle National Law*.

Ombudsman and Public Interest Disclosures Legislation Amendment Act 2014

Date of Commencement: 28 November 2014; 26 December 2014; 5 March 2015

This Act amends the *Ombudsman Act 1974* to ensure that former office holders (including the Ombudsman), experts formerly engaged to assist the Ombudsman and Australian legal practitioners appointed or formerly appointed to assist the Ombudsman cannot give evidence or produce any document in legal proceedings in respect of any information obtained in the course of office or service with the Ombudsman.

This Act also amends the *Public Interest Disclosures Act 1994* to enable regulations under the Act to exempt specified, or specified classes of public authorities, from requirements to provide reports to the Ombudsman and to Parliament about the public authority's obligations under the Act, and enable an investigating authority referring, or considering whether to refer, a matter to another investigating authority to exchange information or enter into arrangements with the other investigating authority, and enter into information exchanges.

Passenger Transport Act 2014

Date of commencement: 1 December 2014, and 12 December 2014

The provisions commenced relate to:

- (a) preliminary and miscellaneous matters
- (b) passenger transport fares
- (c) powers of authorised officers and proceedings for offences
- (d) regulation making powers
- (e) provision for related savings and transitional matters

Other provisions of the Act remain uncommenced.

The *Passenger Transport Act 1990* and the regulations under that Act remain in force, subject to transitional provisions where applicable.

Passenger Transport Regulation 2014

Date of commencement: 1 December 2014, except Parts 3 and 4 which commenced 12 December 2014

Relevantly, this Regulation:

- (a) applies the passenger service contract provisions of the *Passenger Transport Act 2014* to ferry services and makes transitional arrangements for existing contracts,
- (b) provides for the application of the provisions of that Act relating to fare setting and conditions of travel, pending the commencement of the whole of that Act,
- (c) clarifies the contractual effect of the issue by TfNSW of an Opal smartcard or a ticket to a person who uses the card or ticket to obtain public transport, and the receipt of fare money by TfNSW, and the liability of TfNSW in those cases for things arising from the use of the public passenger service,
- (d) prescribes certain fares offences as penalty notice offences and sets out the relevant penalties,
- (e) provides for the transitional appointment of authorised officers.

Protection of the Environment Legislation Amendment Act 2014

Date of Commencement: 1 January 2015

Included in this Act are amendments to the *Contaminated Land Management Act 1997*, *Protection of the Environment Operations Act 1997* and *Radiation Control Act 1990* to increase certain penalties for offences and strengthen and align the enforcement provisions of those Acts. Under the *Contaminated Land Management Act 1997*, a corporation may be fined up to \$1,000,000 if it is responsible for contamination, and after being served with a contaminated land management order, it fails to comply with any direction or other requirement specified by the order. The Act also now contains provisions for restorative justice activities to be entered into by parties to an undertaking given to the Environment Protection Authority.

Rail Safety (Adoption of National Law) Amendment (Drug and Alcohol Testing) Regulation 2014

Commenced on 1 February 2015

This Regulation amended the *Rail Safety (Adoption of National Law) Regulation 2012*:

(a) to adopt and apply the term *authorised sample taker*, as defined in the *Road Transport Act 2013*,

(b) to standardise references to an authority required from the Commissioner of Police under that Act to carry out a breath analysis,

(c) to reframe the matters in relation to which certificate evidence may be given by analysts to accommodate performance of their duties by persons acting under their authority,

(d) to make it clear that certificate evidence concerning sample taking or analysis that is performed in another jurisdiction may be given not only by persons who personally perform the analysis or sample taking but also by persons who supervise or direct those procedures,

(e) to remove a requirement for registered nurses to be accredited by a hospital to perform sampling procedures,

(f) to insert savings and transitional provisions relating to certain evidence certificates.

Roads Amendment (Penalty Notice Offences) Regulation 2014

Date of Commencement: 1 July 2014

Amended the *Roads Regulation 2008* to increase the penalties for offences dealt with by way of a penalty notice issued under section 243 the *Roads Act 1993* in relation to contraventions of certain provisions of the *Roads Regulation 2008*.

The increases were generally in line with movements in the Consumer Price Index.

Road Transport Legislation Amendment (Dimension Requirement Offences) Regulation 2015

Date of Commencement: 30 June 2015

This Regulation amended the: *Road Transport (Driver Licensing) Regulation 2008*; *Road Transport (Vehicle Registration) Regulation 2007*; *Road Transport (General) Regulation 2013*; and *Road Rules 2014*, to enable Roads and Maritime Services to vary, suspend or cancel the driver licence of a person for up to 3 months if the person commits a “dimension requirement offence” (as defined) involving a heavy vehicle and to provide for related matters.

Transport Administration (General) Amendment (Transport Cleaning Services) Regulation 2014

Date of Commencement: 1 August 2014

This Regulation amended the *Transport Administration (General) Regulation 2013* in relation to the management of Transport Cleaning Services. The Executive Director of Transport Cleaning Services would be appointed by the Chief Executive of Sydney Trains and employed in the Transport Service.

A number of law revision amendments were also made to replace current references to the “Director-General” with “Transport Secretary” for consistency with the references in the principal Act.

Appendix 2: Obligations under the GIPA Act

Review of proactive release program - Clause 7(a)

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Sydney Trains is currently reviewing its program for the proactive release of information held by Sydney Trains that can be made publicly available on Sydney Trains website. The information that Sydney Trains makes available on its website includes the following details:

- the punctuality of Sydney Trains' fleet. This information sets out a comparison of the punctuality of Sydney Trains' fleet for the last 5 business days for the AM and PM peakhour. The published information also sets out punctuality for all suburban and intercity lines dating back to 2002;
- service reliability statistics dating from 2002 to 2014;
- train load statistics up until the latest survey in September 2013;
- safety and security statistics from 2002 to 2015;
- passenger journeys taken by Sydney Trains' customers;
- the availability of ticketing systems from 2002 –15;
- peak on time rolling stock incidents;
- daily service interruptions for all Sydney Trains' lines;
- maintenance and construction work carried out on Sydney Trains;
- information about railway electricity rights;
- information about Sydney Trains' environment protection licences;
- up to date information about trackwork for all Sydney Trains' lines;
- information about the Waratah train fleet.

Number of access applications received - Clause 7(b)

During the reporting period, our agency received a total of 105 access applications (including withdrawn applications but not including invalid applications).

During the annual reporting year 2014 – 2015 Sydney Trains received 292 requests for information. These requests include the following categories:

- 105 access applications under the GIPA Act; and
- 187 requests for information to be released informally under the GIPA Act.

Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period Sydney Trains refused a total of one access application because the information requested was information referred to in Schedule 1 to the GIPA Act. With respect to this application, information was refused in part.

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

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	2	1	1	0	0	0	0	11
Members of Parliament	2	0	0	0	0	0	0	0
Private sector business	12	2	2	4	0	0	0	1
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	25	9	0	5	2	0	0	0
Members of the public (other)	10	4	4	2	0	1	0	1

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

Table B: Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	7	2	0	1	0	0	0	0
Access applications (other than personal information applications)	27	8	4	4	1	1	0	13
Access applications that are partly personal information applications and partly other	20	6	3	6	1	0	0	0

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

The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	20
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	20
Invalid applications that subsequently became valid applications	12

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	2
Individual rights, judicial processes and natural justice	16
Business interests of agencies and other persons	6
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	97
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	2
Total	105

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	0	3	3
Review by Information Commissioner*	2	1	3
Internal review following recommendation under section 93 of Act	0	2	2
Review by NSW Civil and Administrative Tribunal (NCAT)	0	0	0
Total	2	6	8

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

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	5
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

Appendix 3: Privacy and Personal Information Protection Act 1998

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

- personal and health information about customers who have been involved in incidents, such as falls on Sydney Trains' property. This information is collected by Sydney Trains from its customers to assist them during and after incidents;
- personal information about customers who have witnessed incidents on Sydney Trains' property and provided their details to Sydney Trains;
- personal information about customers who have lost property on Sydney Trains' fleet and other railway land;
- personal information about customers who have been issued with infringements such as fair evasion.

Sydney Trains, along with the other agencies in the transport cluster, have been working towards creating greater consistency in the management of personal information to achieve the best possible results for members of the public. This work is demonstrated in the development of the privacy management plans for the transport agencies. The plans are designed to provide the highest standard of information about the compliance with the information protection and health records principles in the PPIP and HRIP Acts.

Sydney Trains' current Privacy Management Plan, which was published on Sydney Trains' website in July 2014, includes information about the development of policies and practices to ensure compliance by the agency with the requirements of the PPIP Act and the Health Records and Information Privacy Act 2002 (HRIP Act), if applicable; the communication of those policies and practices to persons within Sydney Trains; the procedures that the agency adopts in relation to any internal review under Part 5 of the PPIP Act; and such other matters as are considered relevant by Sydney Trains in relation to privacy and the protection of personal information held by the agency.

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

Post: The Privacy Officer
Information & Privacy Unit
Transport for NSW
PO Box K659
Haymarket NSW 1240

Phone: 02 8202 3768

Email: privacy@transport.nsw.gov.au

Privacy Reviews

During 2014 – 15 Sydney Trains did not receive any applications for the reviews of conduct relating to the use, access or release of personal information.

Appendix 4: Public Interest Disclosures Act 1994

All Public Interest Disclosures (PID) received by Sydney Trains during 2014-15 were presented to the ombudsman.

All Public Interest Disclosures (PID) received by Sydney Trains during 2014-15 were presented to the ombudsman.

1. Number of public officials who have made a PID to the public authority: 29
2. Number of PIDs received by the public authority in total: 32
3. Number of PIDs received by the public authority relating to each of the following:
 - Corrupt Conduct: 32
 - Maladministration: 0
 - Serious and substantial waste of public money: 0
 - Government information contravention: 0
 - Local government pecuniary interest contraventions: 0
4. Number of PIDs finalised: 14
5. Whether the public authority has a PID Policy in place: Yes
6. Actions taken to ensure staff awareness responsibilities under s6E(1)(b) of the Act has been met: PID information contained in Policy & Procedures; Code of Conduct; links contained in intranet; information communicated via briefing papers and staff communication.

Appendix 5: Annual Attestation Statement

Digital Information Security Annual Attestation Statement for the 2014-2015 Financial Year for Sydney Trains

I, Howard Collins, am of the opinion that Sydney Trains had an Information Security Management System across the Information Technology Division in place during the financial year being reported on consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector.

I, Howard Collins, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems within the Information Technology Division at Sydney Trains are adequate for the foreseeable future.

I, Howard Collins, am of the opinion that all Public Sector Agencies, or part thereof, under the control of Sydney Trains with a risk profile sufficient to warrant an independent Information Security Management System have developed an Information Security Management System in accordance with the Core Requirements of the Digital Information Security Policy for the NSW Public Sector, except for the requirement to implement an information classification and labelling scheme. Implementation, as required by the Policy, is in progress.

I, Howard Collins, am of the opinion that, where necessary in accordance with the Digital Information Security Policy for the NSW Public Sector, certified compliance with AS/NZS ISO/IEC 27001 Information technology - Security techniques - Information security management systems - Requirements had been maintained by all or part of Sydney Trains and all or part of any Public Sector Agencies under its control.



Howard Collins OBE
Chief Executive
Sydney Trains

Appendix 6: Internal audit risk Management Disclosure

I, Howard Collins am of the opinion that Sydney Trains has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I Howard Collins, am of the opinion that the Audit and Risk Committee for Sydney Trains is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Independent Chair, P. Housden, 1 October 2013, 30 September 2017
- Independent Member, F. Barr, 1 October 2013, 30 September 2015
- Independent Member, T. Davis, 1 October 2013, 30 September 2016

These processes provide a level of assurance that enables the senior management of Sydney Trains to understand, manage and satisfactorily control risk exposures.

As required by the policy I have submitted an Attestation Statement outlining compliance with the policy to treasury on behalf of the Treasurer.



Howard Collins OBE
Chief Executive
Sydney Trains

Appendix 7: Insurance Management

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

- Our operations
- Our legal liabilities to third parties
- Existing assets and those under construction

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

Appendix 8: Senior Executives – gender and average remuneration

Senior Service Level	Female		Male		Total		Average TRP		% of Total Employee related expenditure relating to Senior Executives	
	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15
2	10	11	36	43	46	54	\$226,848	\$236,558	2.0%	2.0%
3	3	3	10	9	13	12	\$263,616	\$270,479		
4			15	14	15	14	\$302,431	\$305,053		
5			3	2	3	2	\$398,053	\$416,139		
6	1		3	3	4	3	\$448,563	\$468,570		
Total	14	14	67	71	81	85				

Reflects the Transport Senior Service population Level 2 to Level 6 identified for transition to Executive Service following introduction of the proposed Government Sector Employment Alignment Legislation.

In 2014-15, 375 Senior Service Level 1 staff were not included in the profile. In 2013-14, 325 Senior Service Level 1 staff were not included in the profile.

Appendix 9: Workforce Diversity

Workforce Diversity Group	Benchmark/Target	2013	2014	2015
Women	50 per cent	N/A	16.2 per cent	17.9 per cent
Aboriginal People and Torres Strait Islanders	2.6 per cent	N/A	0.8 per cent	0.8 per cent
People whose First Language Spoken as a Child was not English	19.0 per cent	N/A	15.1 per cent	15.6 per cent
People with a Disability	N/A	N/A	2.2 per cent	2.2 per cent
People with a Disability Requiring Work-Related Adjustment	1.5 per cent	N/A	0.5 per cent	0.5 per cent

Workforce Diversity Group	Benchmark/Target	2013	2014	2015
Women	100	N/A	94	93
Aboriginal People and Torres Strait Islanders	100	N/A	89	89
People whose First Language Spoken as a Child was not English	100	N/A	98	97
People with a Disability	100	N/A	101	100
People with a Disability Requiring Work-Related Adjustment	100	N/A	100	101

Note 1: A Distribution Index of 100 indicates that the centre of the distribution of the Workforce Diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the Workforce Diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the Workforce Diversity group is less concentrated at lower salary levels.

Note 2: The Distribution Index is not calculated where Workforce Diversity group or non-Workforce Diversity group numbers are less than 20.

Appendix 10: Work Health and Safety

Sydney Trains' Work Health and Safety responsibilities are managed through its Safety Management System, which is also the primary vehicle by which Rail Safety obligations are managed. In addition to meeting minimum legislative requirements, Sydney Trains runs comprehensive health and wellness programs for its employees throughout the year.

Sydney Trains held a self-insurer licence under the Workers Compensation Act 1987 (NSW) for the reporting year. Workers Compensation claims are managed through the Workers Compensation Unit of Transport Shared Services, TfNSW.

In accordance with the provisions of s.38 of the Work Health and Safety Act 2011 (NSW) Sydney Trains notified 59 incidents to WorkCover during the year. Of these incidents –

- 23 involved fatalities as a confirmed or likely consequence of intention to self-harm
- 11 involved fatalities as a consequence of misadventure, health condition or self-induced causes such as drug overdose
- 5 involved serious injuries to a worker
- 11 involves serious injuries to another person, 5 of which were a confirmed or likely consequence of intention to self-harm

Sydney Trains was not the subject of any WorkCover prosecutions during 2014-15.

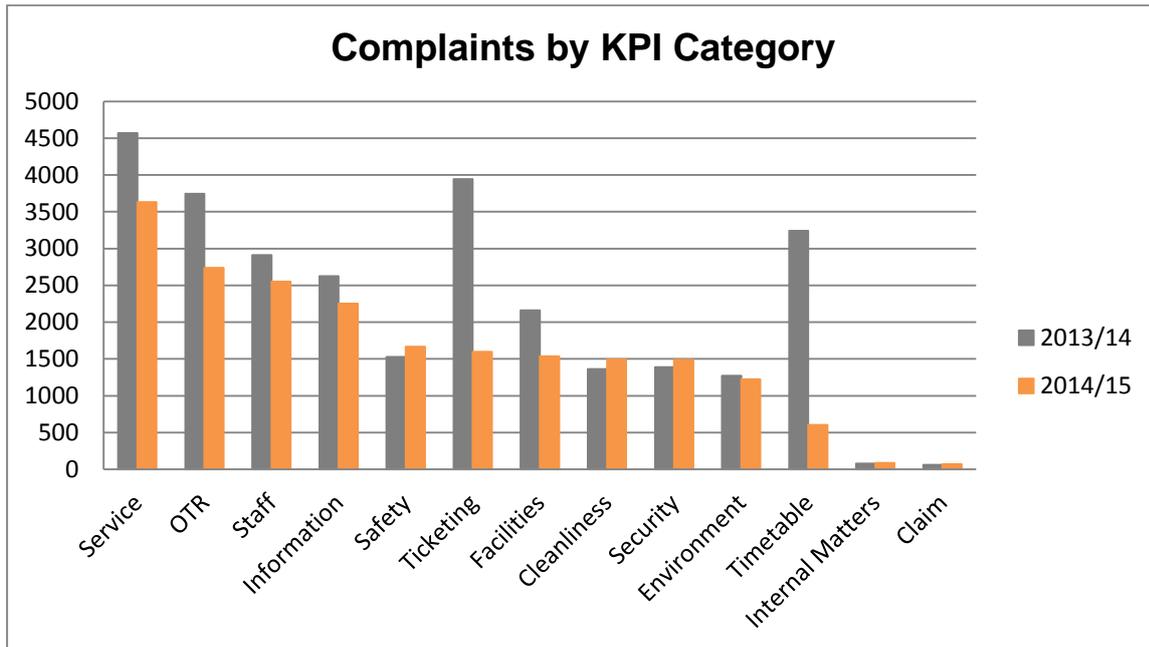
Appendix 11: Consumer Response

Sydney Trains saw a decline in complaints during the 2014-15 financial year.

Sydney Trains Complaints fell from 28,886 in 2013/14 to 20,936 in 2014-15. This is a decline of 30 per cent on the previous year's totals. Compliments totalled 2,256, comparable with 2013/14's total of 2,263.

IssueType	Total
Complaint	20936
Query	4784
Compliment	2256
Suggestion	950
Grand Total	28926

The majority of feedback KPI Categories showed a **decrease** in complaints from 2013/14.



The KPI category Service, dealing with levels of comfort and convenience experienced by our customers showed a decline in complaints of 20.5per cent on the previous year's total, from 4,569 to 3,632. On-board temperatures were the biggest single cause of complaint in this category, with 1,037 complaints about air-conditioning or its absence.

On-Time Running was the second-highest category, with 2,738 complaints logged. Again, this is a significant drop on the previous year's total of 3,743 complaints.

Staff complaints fell by 12.5per cent in 2014-15, with 2,550 issues logged.

The level of customer comments and complaints following the introduction of the October 2013 Timetable has normalised, with only 603 complaints logged in 2014-15. This is a drop of over 81per cent on the previous year's total of 3,240 complaints.

Sydney Trains received the following Ministerial correspondence for 2014-15:

IssueType	Total
Complaint	487
Compliment	38
Query	40
Suggestion	35
Grand Total	600

Appendix 12: Multicultural Policies and Services Program

Under *Multicultural NSW Act 2000* TfNSW is required to deliver and report against current multicultural policies and services, which address Multicultural NSW's Multicultural Planning Framework.

The TfNSW Plan outlines how it will respond to the NSW Government's multicultural objectives, and incorporate multicultural principles into TfNSW processes and systems.

The Plan was developed in consultation with a Transport cluster-wide steering committee, which Sydney Trains is an active member of. The steering committee meets quarterly, monitoring implementation of the Plan and resulting actions. It also leads continuing development of the strategy for prioritising actions across the Transport cluster.

Sydney Trains has adopted the TfNSW plan to ensure its operations reflect the multicultural nature of its staff and the community in which it operates. Sydney Trains staff are reflective of the city it serves, with almost one third from racial, ethnic or ethno-religious minority groups.

Sydney Trains participated in numerous events in the financial year 2014-15, including Harmony Day, Diwali, International Women's Day, Eid Festival and National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week. Participation in these events came from all levels of Sydney Trains. The Chief Executive attended and spoke at events, including Harmony Day and Diwali, which were organised by operational staff. Multicultural initiatives were communicated through internal communications channels, including supporting events that our employees participate in.

Sydney Trains is committed to developing its multicultural credentials further in 2015/16. It will explore the possibility of developing a register of staff with linguistic skills and work more closely with culturally diverse stakeholder groups. It will also continue to aid staff participation in multicultural events and promote these through our communications channels.

Appendix 13: Disability Inclusion Action Plans

In 2012, TfNSW developed its Disability Action Plan in consultation with key personnel across all central divisions and from each of the transport operators.

In addition, TfNSW holds a quarterly Accessible Transport Advisory Committee (ATAC), which comprises delegates from disability groups across NSW. Sydney Trains is an active member of this forum.

Sydney Trains has also met with a number of disability groups individually to develop strategies to improve access to rail services and ensure safety is maintained at all times.

Appendix 14: Environmental Compliance

Sydney Trains did not receive any penalty infringement notices, formal warning letters, clean up or prevention notices from the NSW EPA for its network operations (EPL 12208), the Chullora Ballast Recycling Centre (EPL 7515) or the Bombo Quarry (EPL 79).

Sydney Trains received a Penalty Infringement Notice and an associated fine of \$15000 from the NSW Environment Protection Authority following an incident in September 2014 at its Flemington Maintenance Centre, where a quantity of train wash waste water was accidentally discharged into the storm water drain. Since the incident, Sydney Trains has reviewed its management practices on site, implemented a project to carry out a full survey and mapping of all drainage routes and has committed to major upgrades of the train wash facilities at Flemington and three other of our fleet maintenance centres.

Sydney Trains also received a formal warning letter from the NSW EPA following out-of-hours noisy working during station upgrade works at Hornsby. The issue arose when one of Sydney Trains' contractors carried out noisy works outside of agreed hours for night time working, resulting in a complaint from a local resident. The issue was firmly addressed with the contractor involved to prevent reoccurrence.

Appendix 15: Investment Management Performance

In the period ended 30 June 2015, Sydney Trains invested surplus funds with Westpac Banking Corporation. The interest earned was 3.21 per cent on the funds invested. During the same period, the benchmark NSW Treasury Corporation Hour Glass Investment Facility was 2.73 per cent.

Appendix 16: Implementation of Price Determinations

In January 2015, the Government increased fares in line with the cost of living with Sydney Trains single fares increasing by 20 cents, Opal fares increased by 2.5per cent and MyMulti tickets by \$2.00.

Appendix 17: Credit Card Certification

Credit card use in Sydney Trains has been in accordance with the requirements of the Premier's Memorandum and the Treasurer's directions.

Appendix 18: Payment of Accounts

Outstanding invoices by age at the end of each quarter

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue
	\$M	\$M	\$M	\$M	\$M
Sep-14	59.7	1.9	0.9	0.8	0.5
Dec-14	54.9	1.5	0.0	1.2	0.5
Mar-15	110.8	1.4	0.2	0.3	0.3
Jun-15	81.7	2.1	0.2	0.1	0.3
Small Business Suppliers					
Sep-14	0.8	0.0	0.0	0.0	0.0
Dec-14	1.4	0.0	0.0	0.0	0.0
Mar-15	1.3	0.0	0.0	0.0	0.0
Jun-15	1.3	0.0	0.0	0.0	0.0

Accounts paid on time within each quarter

Measure	Sep-14	Dec-14	Mar-15	Jun-15
Number of accounts due for payment	33,590	34,532	32,110	31,116
Number of accounts paid on time	30,058	30,568	27,019	27,883
Actual per cent accounts paid on time	89.5 %	88.5 %	84.1 %	89.6 %
\$ amount of accounts due for payment	\$585.4M	\$698.3M	\$504.8M	\$604.8M
\$ amount of accounts paid on time	\$497.6M	\$514.3M	\$384.6M	\$498.5M
Actual per cent accounts paid on time (based on \$)	85.0 %	73.6 %	76.2 %	82.4 %
Number of payments for interest	29	20	12	7
Interest paid on overdue accounts	\$2,008.3	\$3,100.4	\$1,378.4	\$157.5
Small Business Suppliers				
Number of accounts due for payment	682	643	481	494
Number of accounts paid on time	666	617	481	494
Actual per cent accounts paid on time	97.7 %	96.0 %	100.0 %	100.0 %
\$ amount of accounts due for payment	\$4.2M	\$2.8M	\$3.2M	\$2.7M
\$ amount of accounts paid on time	\$4.2M	\$2.5M	\$3.2M	\$2.7M
Actual per cent accounts paid on time (based on \$)	99.2 %	90.5 %	100 %	100 %
Number of payments for interest	3	3	1	0.0
Interest paid on overdue accounts	\$576.4	\$376.0	\$39.2	\$0.0

Appendix 19: Grants to non-Government Community Organisations

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

Appendix 20: Overseas Travel

Officer Name	Travel Period	Destination	Purpose of Travel
Rino Matarazzo	4 August - 8 August	New Zealand	To chair the Australasian Railway Association Customer Service Annual Meeting
Lynn Herisson	10 August - 16 August	United Kingdom	To meet underwriters for the placement of the annual liability and property insurance renewal.
Robert Groves	12 October - 17 October	Germany	To attend International Rail Safety Council Conference
Anthony Eid	12 November -14 November	USA	To attend International Suburban Rail Benchmarking Group Management Meeting
Moscow Mok	22 November - 25 November	New Zealand	To attend Australia and New Zealand School of Government
Jarrad Stephens	14 February - 20 February	Austria	Inspect two switch tamping Machines before shipment to Sydney
Stuart Hutcheon	14 February - 20 February	Austria	Inspect switch tamping Machines
David Callahan	27 April - 30 April	Spain	To attend NOVA group of Metro operators' 17 Annual Meeting
Howard Collins	4 June - 5 June	New Zealand	To attend Australasian Railway Association conference

Appendix 21: Payment to Consultants

Consultant	Description of Project	Costs (\$)
Contracts of \$50,000 or more		
Category - Management Services		
Deloitte	Provide strategic advice on various operational programs and improvement strategies (6 contracts)	\$1,957,749
KPMG	Provide strategic advice regarding overhead charges	\$145,400
Aquasia Pty Ltd	Assist in developing strategy for sale of assets	\$349,839
Total contracts of \$50,000 or more	(8 contracts)	\$2,452,988
Total contracts of \$50,000 or less	(2 contracts)	\$54,725
Total expenditure for 2014-15		\$2,507,713

Appendix 22: Waste Reduction

Sydney Trains has continued to demonstrate commitment to the NSW Government's policies on waste and recycling, including the Waste Reduction and Purchasing Policy (WRAPP) and Government Resource Efficiency Policy (GREP) by promoting the waste hierarchy of 'reduce – reuse – recycle', and by purchasing recycled or part-recycled products when appropriate. The Sydney Trains Pitt Street office has adopted this approach, using a tri-waste separation system, while providing opportunities for managing alternative streams of building and operational waste. WRAPP has recently been withdrawn and fully superseded by GREP, and Sydney Trains is continuing to monitor its waste streams to maintain compliance with these ongoing reporting requirements.

Appendix 23: NSW Government Resource Efficiency Policy (GREP)

In July 2014, the NSW Government released its Resource Efficiency Policy (GREP), which replaces the NSW Government Sustainability Policy and supersedes the Waste Reduction and Purchasing Policy (WRAPP) which has now been withdrawn. Compliance with GREP is mandatory for all general Government sector agencies on a whole-of-cluster basis, while local government, state-owned corporations, public trading enterprises and public financial enterprises are strongly encouraged to adopt the policy. Sydney Trains reports on its performance against GREP via TfNSW.

Appendix 24: Response to Matters Raised by the Auditor-General

Last year, the Auditor-General raised the Capital Structure Review as a significant audit matter in the Statutory Audit Report. In particular, the Audit Office noted that the capital structure for the rail entities has not yet been finalised and the interim arrangements create an uncertainty for the rail agencies and the need to demonstrate they are going concerns.

In response:

- The capital structure review was finalised in June 2015
- The Minister approved the transfer of equity by way of a receivable from RailCorp to Sydney Trains and NSW Trains via vesting orders on 19 June 2015.
- The equity transfer was subsequently cash backed by July 2015 which resulted in an improved working capital position for the operating entities.

Appendix 25: Disclosure of Controlled Entities

Name: Transport Cleaning Services (ABN 90 744 953 255)

Transport Cleaning Services was constituted as a public subsidiary corporation of RailCorp on 28 September 2012 and became a controlled entity of Sydney Trains on 1 August 2014 under the *Transport Administration (General) Amendment (Transport Cleaning Services) Regulation 2014*.

Transport Cleaning Services was responsible for the delivery of cleaning services and the improved presentation of rolling stock, railway stations and platforms, rolling stock maintenance facilities and rail yard facilities.

The performance targets for 2014-15 achieved were the delivery of services within budget, improved cleaning outcomes for trains and stations and the delivery of projects and initiatives as agreed with Sydney Trains and NSW Trains.

On 1 July 2015, the day after the end of reporting period for this Annual Report, Transport Cleaning Services was dissolved under the *Transport Administration (General) Amendment (Transport Cleaning Services) Regulation 2015* and ceased to become a controlled entity of Sydney Trains.

Appendix 26: Major Works in Progress

Sydney Trains has works completed and in progress as at 30 June 2015 including the following:

	Cost to date (\$ m)	Forecast Completion (year)
Waratah Rolling stock – Enabling and Ancillary Works	628	2015

4. Abbreviations and Acronyms

ATAC	Accessible Transport Advisory Committee
CRC	Community Relations Commission
EMS	Environment Management System
ERG	Employee Resource Groups
ETS	Electronic Train Staff
GIPA	Government Information (Public Access)
GREP	Government Resource Efficiency Policy
HAMS	Heritage Asset Management Strategy
HRIP	Health Records and Information Privacy Act
IPART	Independent Pricing & Regulatory Tribunal
KPI	Key Performance Indicators
LTIFR	Lost Time Injury Frequency Rate
MDBF	Mean Distance Between Failure
NAIDOC	National Aboriginal and Islanders Day Observance Committee
OSI	Operational Safety Index
OTR	On-time Running
PID	Public Interest Disclosures
PPIP	Privacy and Personal Information Protection Act
PPP	Public-Private Partnership
SEQR	Safety, Environment, Quality & Risk
SPAD	Signal Passed At Danger
TfNSW	Transport for New South Wales
TRIFR	Total Recordable Injury Frequency Rate
WGP	Workplace Giving Program
WHS	Work Health and Safety
WRAPP	Waste Reduction and Purchasing Policy

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