



Transport  
Sydney Trains

2016-2017

# Corporate Plan





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## Sydney Trains – key statistics

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- Customer satisfaction: 90%, up from 88% in our last survey

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- Passenger journeys per weekday: 1 million

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- Annual patronage: 307 million (for 12 months to 31 December 2015)

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- Timetabled trips per typical weekday: 2,961

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- Stations: 178 (includes four on the Airport Line)

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- Fleet: 2,191 electric and diesel cars (includes 574 NSW TrainLink fleet)

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- Number of passengers one eight-car train can carry: 1,000 plus

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- Capitalised value of a new Waratah train: \$30 million

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- Length of total track maintained: 1,643km (includes NSW TrainLink area)

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- Length of electrified track (bounded by Emu Plains, Berowra, Waterfall and Macarthur): 961km

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- Length of overhead wiring maintained: 1,576km (includes NSW TrainLink)

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- CCTV cameras maintained: more than 10,000

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- Total cost of operations: \$2.7 billion

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- Value of assets under Sydney Trains management: \$35 billion

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- Workforce head count: approximately 10,000 (as at May 2016)

## Chief Executive's message

I want to share with you Sydney Trains' priorities for the 2016-2017 financial year.

Sydney Trains was established on 1 July 2013 and is the operator, maintainer and deliverer of choice for rail services across Sydney. This includes 178 stations, 961kms of electrified track and signals, and 2,191 electric and diesel cars, among them 574 NSW TrainLink cars. Sydney Trains also operates the network-wide Rail Management Centre which covers the greater Sydney area.



The organisation was constituted under the Transport Administration Act 1988.

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

We focus on providing our customers with a high quality service and giving taxpayers value for money by operating as efficiently as we can.

Sydney Trains has an annual operating expenditure of \$2.7 billion and delivers over \$500 million of capital works.

This Corporate Plan outlines the key priorities and initiatives that we will deliver between 1 July 2016 and 30 June 2017. They will support the NSW Government's objective to maintain or improve reliability of public transport services over the next four years and will help to reduce travel times, grow patronage and improve the customer experience.

This Corporate Plan explains how we will:

- Maintain the safety and security of our customers and colleagues
- Maintain record levels of customer satisfaction
- Increase the efficiency and cost-effectiveness of the network
- Maintain performance levels with a growing level of passenger demand
- Operate in a financially sustainable manner.

Rail will remain the backbone of public transport in Sydney. Over the coming year, we will continue to work with Transport for NSW and our NSW TrainLink and State Transit colleagues to provide improved services to customers, expand the capacity of our network and deliver the Government's plans for transport in NSW.

A handwritten signature in black ink, appearing to read 'Howard Collins', written over a horizontal line.

**Howard Collins OBE**

**Chief Executive  
Sydney Trains**

# Sydney Trains Network



Check timetables and trip planners for train services and connections

**It's easy to plan your trip**

- On the web**  
transportnsw.info
- On your mobile device**  
Download a trip planning app at transportnsw.info/apps
- Questions and feedback**  
Phone 131 500  
TTY 1800 637 500



## Legislative context

Sydney Trains is a NSW Government agency constituted under the *Transport Administration Act 1988* and is a public subsidiary corporation of Rail Corporation New South Wales (RailCorp).

Sydney Trains operates under a Rail Service Contract with Transport for NSW. The contract stipulates the NSW Government's expectations around service levels, and sets out how Sydney Trains and Transport for NSW will work cooperatively together to address service alterations, community consultation, regular service reviews, performance standards and the handling of complaints.

Sydney Trains provides rail services in its capacity as operator and maintainer under the Rail Services Contract with Transport for NSW. In doing so it must meet the requirements of the Act.

The principal objectives of Sydney Trains under the Act are to:

- Deliver safe, reliable, effective and efficient rail, passenger and network access services in a financially responsible manner
- Ensure that part of the NSW rail network vested in or owned by RailCorp enables safe and reliable railway passenger and freight services and that these are provided in an efficient, effective and financially responsible manner.

The other statutory objectives of Sydney Trains are to:

- Maintain reasonable priority and certainty of access for railway passenger services

- Promote and facilitate access to the part of the NSW rail network vested in or owned by RailCorp
- Be a successful business and, to that end, to operate at least as efficiently as any comparable business and maximise the net worth of the State's investment in Sydney Trains
- Exhibit a sense of social responsibility by having regard to the interests of the community in which it operates
- Conduct its operations in compliance with rail safety national law and the principles of ecologically sustainable development as contained in section 6(2) of the *Protection of the Environment Administration Act 1991* where its activities affect the environment

# Strategic alignment

Sydney Trains is committed to the delivery of the NSW Government's priorities for transport. These have been outlined in the *State Priorities* and have been further detailed by Transport for NSW in partnership with all peer transport operators.

Transport for NSW is the lead agency for transport within New South Wales and has primary responsibility for coordinating transport policy, funding allocations and planning for all modes of transport.

Transport for NSW's purpose is 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.

## State Priorities

The *State Priorities* are 30 reforms to grow the NSW economy, deliver infrastructure, and improve health, education and other services across NSW.

Through the State Priorities, Sydney Trains has a direct responsibility for contributing towards the priority to *Maintain or improve reliability of public transport services over the next four years*. Sydney Trains also contributes to the delivery of further priorities, including:

- Creating 150,000 new jobs by 2019
- Key infrastructure projects to be delivered on time
- Improving customer satisfaction with key government services, and
- Driving public sector diversity.

## 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.

Sydney's Rail Future is an integral part of the NSW Long Term Transport Master Plan. It will deliver a three-tiered system of rapid transit, suburban and intercity services to meet changing customer needs. Sydney's Rail Future Strategy aims to achieve operational and network efficiencies and the completion of major works, such as the new Sydney Metro Northwest and Sydney Metro City & Southwest. Sydney Trains is a key delivery partner in the implementation of Sydney's Rail Future. We will work with Transport for NSW to implement their plans, including the Sydney Metro projects.

Transport for NSW's broader aims are to:

- Improve the performance of the NSW economy
- Drive economic growth in regional NSW
- Reduce travel times
- Grow patronage on public transport by making it a more attractive choice
- Improve customer experience with transport services
- Build liveable centres

- Make it easier for people to be involved in their communities
- Restore trust in State and Local Government as service providers
- Increase opportunities for seniors in NSW to fully participate in community life.

Sydney Trains will contribute to those aims by delivering safe, customer-focused, reliable and clean rail services.

In 2016-17 Sydney Trains will focus on improving its services through:

- Providing information to customers so they can make informed decisions about their travel options.
- Improved incident recovery management and improved operational processes.

Sydney Trains has six themes:

**Safety** - to create and foster an environment that improves safety

**Customer, accessibility and travel** - to improve the 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 the community** - to implement our environment strategy and deliver a more effective approach to community engagement.

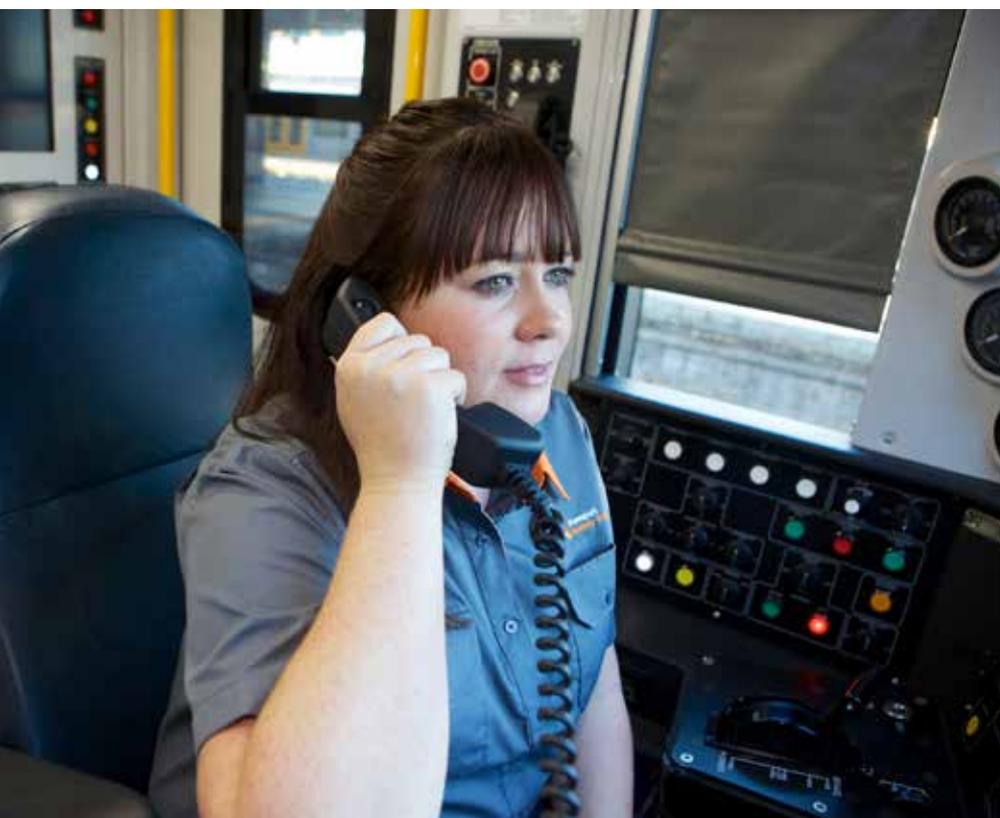
# Safety

## THEME

### To create and foster an environment that improves safety

At Sydney Trains, safety is at the heart of everything we do for our customers and the responsibility of all our staff.

We will continue to drive improvement in the safety culture and practices of our employees and contractors through the Target Zero culture change program.



#### In 2016-2017 we will focus on:

- Running a safe and secure railway, with safe infrastructure and safe systems for our customers, employees and contractors
- Maintaining a safe workplace through a rigorous focus on ensuring safe practices, equipment and facilities are available for all staff. We also focus on embedding a safe culture and safe behaviours and attitudes

- Managing customer movements during busy periods
- Improved incident recovery management and improved operational processes.

#### Key initiatives for 2016-2017

- Introducing a new safety incident management system which, through real-time reporting and improved tools for analysing the causes of incidents, will promote a deeper understanding of our safety risks and improved incident management program and Safety Leadership Commitment workplace visits
- Striving for the safest possible environment for customers with targeted initiatives to reduce the number and severity of customer injuries and, in collaboration with the NSW Police Transport Command, to reduce anti-social behaviour and criminal offences on our network
- Reducing the frequency and severity of safety incidents, and enhancing the resilience of the network through improved operational response systems and strategic improvement initiatives including the Rail Corridor Safety Program and a Signal Passed at Danger (SPAD) mitigation strategy
- Enhancing safety and security through a graffiti removal and prevention strategy.

#### Measuring success

By delivering these initiatives, Sydney Trains will achieve:

- Reduced frequency and severity of safety incidents
- Fewer staff lost time injuries and medical treatment injuries
- Reduced number of incidents leading to delays
- Fewer criminal offences by supporting NSW Police Transport Command Officers
- Fewer customer injuries.

# Customer, accessibility and travel

## THEME

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### To improve the customer experience with rail transport services and run trains on time

Sydney Trains aims to deliver customer journey growth, growing patronage year-on-year by delivering high-quality services which attract new customers.

Sydney Trains puts the customer at the centre. Our aim is to deliver consistent, good quality customer service every day through visible and empowered staff, accurate and timely information, a safe and secure journey and clean trains and stations. We focus on punctuality, making our trains more reliable and keeping abreast of changing customer needs.

#### In 2016-2017 we will focus on:

- Improved customer service by developing and deploying a customer service model that is customer needs-focused
- Regular use of independent verifiers to monitor the quality of the customer-facing environment on stations and trains
- Continuing to support the Opal project team at Transport for NSW in phasing out paper tickets and rolling out other ticketing and Opal-related projects
- Cleaner trains and stations and a consistent, high quality and predictable customer experience
- Working with Transport for NSW to align bus, train, ferry and light rail services to improve connectivity across the transport network
- Improved information to customers, through updated mobile apps, promotion of Sydney Trains' Twitter handles and improved station passenger information screens. We will deliver faster, more accurate information to inform and give our customers choices
- Improved incident management by developing a state of the art Rail Operations Centre
- Working with NSW TrainLink to provide reliable services to intercity and regional customers
- Taking care of our customers by providing paramedic services at key locations and public education programs on stations
- Continued focus on our people, using the Sydney Trains customer service principles:
  - first impressions count
  - friendly and ready to help
  - communicate clearly
  - find a solution
  - sharing knowledge
  - working together
- Operating ticket gates to reduce incidents of congestion especially at peak times
- Improving punctuality by running safe and reliable train services with punctuality levels of 92% or more

- Understanding community demographics and aligning the service offering with community needs
- Handling all customer complaints and feedback equitably and objectively and using the insights gained to improve services
- Working with Transport for NSW to develop new timetables that will increase service efficiency and provide additional capacity
- Implementing alternative customer journey plans to help customers make informed decisions about travel during periods of disruption
- Improve service disruption management through an integrated Incident and Emergency Response unit

Sydney Trains is committed to ensuring its operations reflect the multicultural nature of the community in which it operates.

### Measuring success

By delivering these initiatives, Sydney Trains will achieve:

- Sustained high level of customer satisfaction
  - currently stands at 90%
- Reduced number of incidents leading to delays
- Improved incident response and recovery times
- Improved customer journey times.

# People

## THEME

### To create an effective leadership culture and engaged workforce

Our staff are vital to Sydney Trains' success. Sydney Trains is committed to creating and maintaining an environment in which people can fulfil their potential. Building the capability and competence of our workforce to meet current and future business objectives is also key to our success.

Sydney Trains has developed a set of behaviours, which are encouraged in the workplace. They are known as SPACE behaviours, and they define the way we do things.

These behaviours underpin Transport for NSW's core values of customer focus, collaboration, integrity, safety and delivering solutions.

SPACE stands for:

 **Safety**

 **Pride**

 **Accountability**

 **Collaboration**

 **Excellence**

#### In 2016-2017 we will focus on:

- Continuing to embed a customer-centric culture of accountability and performance
- Developing the technical, operational and leadership capability of our staff and creating high-performance teams
- Providing the right training and resources for our staff to do their jobs well

- Empowering our managers to be accountable and responsive in the day-to-day management and leadership of their teams
- Ensuring competency and related safety risks are minimised and legislation is complied with
- Handling all customer complaints and feedback equitably and objectively. The insight generated will inform service improvement
- Creating a culture of collaboration across Sydney Trains and with our transport cluster partners, particularly Transport for NSW and NSW TrainLink. This collaboration culture will help the organisation recognise and pursue initiatives that can add value and deliver efficiencies
- Supporting innovations and change initiatives through sound organisational change leadership and management capability.

#### Key initiatives for 2016-2017

- Further embedding the SPACE behaviours across Sydney Trains
- Implementing initiatives to drive a positive culture that is free from bullying and harassment and addresses absenteeism
- Improving performance planning for staff and managers with a focus on quality conversations

- Regular employee surveys to measure staff engagement and seek feedback
- Implementing programs to enhance employee health and wellbeing
- Evaluating the effectiveness of our staff communications and improving channels, through a refreshed intranet and feedback channels
- Diversity and inclusion action plan to promote a more sustainable, capable and innovative workforce
- Leadership development program to match business and employee needs
- Building change capability to support efficient implementation of a large transformation agenda
- Growing our workforce planning and delivery capability.

### Measuring success

By delivering these initiatives Sydney Trains will achieve:

- Increased staff capability through investment in their development
- A more diverse workplace with increased representation of female leaders and Aboriginal employees
- Improved trends in staff survey results
- Improved staff retention and turnover rates
- Reduction in absenteeism.

# Business

## THEME

### To improve efficiencies across the business

In 2016-2017, Sydney Trains will seek to deliver increased efficiency to enable more customer-focused investment in the network and the delivery of Transport for NSW strategic plans.



Targeted cost reduction, productivity improvement and simplified work practices will contribute to greater efficiency and support growth. We will also focus on identifying opportunities for business improvement and strengthened commercial practices. We will ensure compliance obligations and risks are appropriately managed.

#### In 2016-2017 we will focus on:

- Cost-effective operations to reduce government subsidy and the cost to taxpayers
- Strategic sourcing and delivery to expand resource availability and better control the escalation of costs
- Improved revenue protection, increasing the visibility and effectiveness of Transport Officers and working with the Police Transport Command to reduce the level of fare evasion

- Strategic and risk management practices to efficiently utilise human, capital and intellectual assets through effective, integrated planning
- Continuing to streamline or remove inefficient processes
- A thorough and systematic approach to identifying and pursuing opportunities for efficiency improvements with benefits realised through functional, structural and technological change
- Effective and efficient business processes and platforms to remove bureaucracy and improve the accessibility of relevant management information.

This will:

- Encourage better decision-making
- Improve access to accurate and timely information on all aspects of service and operations

- Ensure compliance and control
- Reduce costs and improve processes
- Encourage improved delivery against implementation plans

#### Key initiatives for 2016-2017:

- Benchmarking to improve performance and identifying best practice across the rail industry and other sectors, both locally and internationally
- Continued implementation of the new customer service model, including leveraging the benefits of Opal ticketing and related projects with Transport for NSW
- Continue modernising rail maintenance practices, building on the successful consolidation of Network Maintenance Depots and extending the approach to Major Works depots
- Improving rostering and scheduling practices across operational areas
- Implementing new Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems, which will modernise and streamline existing processes and asset management

### Measuring success

By delivering these initiatives Sydney Trains will:

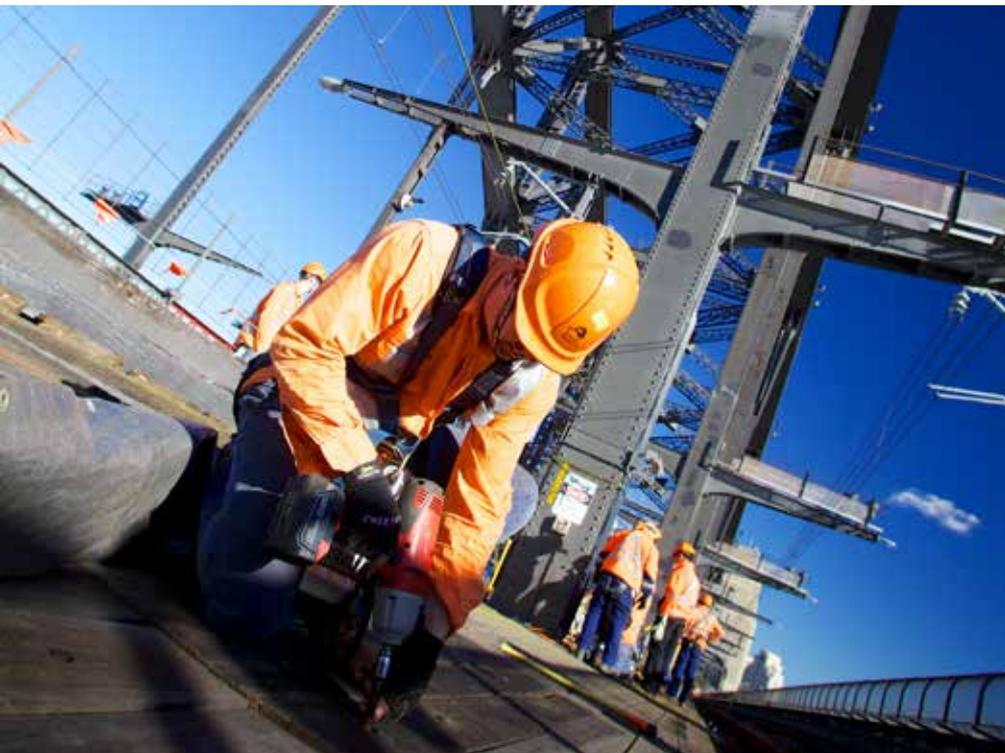
- Meet operating and capital budgets
- Reduce the cost of operations per revenue car kilometre.
- Implement new Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems, which will modernise and streamline existing processes and asset management

# Assets

## THEME

### To manage assets for Sydney Trains and NSW TrainLink by balancing cost, risk and performance

As an operator, maintainer and deliverer of choice, Sydney Trains operates train services, manages stations and crewing, and undertakes the maintenance of metropolitan rail infrastructure, rolling stock and stations.



#### In 2016-17 we will focus on:

- Contributing to a safe, reliable and efficient rail network and infrastructure supply chain
- Carrying out compliant, high quality routine network maintenance on all assets
- Maintaining passenger fleets for Sydney Trains and NSW TrainLink
- Renewing infrastructure and undertaking targeted work programs on our fleet to meet current and future network demand
- Aligning work practices to effective, efficient asset management principles including maintenance strategies and condition monitoring
- Managing emergency response, customer amenity and quality systems
- Continuing to identify and remove redundant assets, reduce complexity and improve asset maintainability and quality

- Implementing a Heritage Asset Management Strategy, improving maintenance practices and conservation of heritage assets
- Renewing infrastructure to meet current and future population demand
- Working with Transport for NSW on major projects including Sydney Metro Northwest and Sydney Metro City & Southwest.

#### Key initiatives for 2016-2017

- Continue to deploy our Enterprise Asset Management system (EAM) across the organisation which will enable us to provide a best practice asset information system
- Improve maintenance efficiency through ongoing streamlining of electrical isolation processes
- Development and deployment of our condition monitoring strategy
- Improved utilisation of existing technology such as the Mechanised Track Patrol vehicles
- Develop long term integrated work programs to drive business efficiency and effectiveness.

#### Measuring success

By delivering these initiatives Sydney Trains will achieve:

- Reduced customer impact from asset-related incidents
- Delivery of the annual works program across our asset base
- Improved reliability and availability of assets
- Reduced costs of maintenance
- Improved track possession planning and decision-making to minimise the impact of major periodic maintenance plans on our customers.

# Environment and the community

## THEME

### To implement our environment and sustainability strategy, improving our environmental performance whilst adding value to the business and build greater awareness among our staff to deliver effective community engagement

Our key activity for 2016-17 is to build on the achievements of last year, delivering against the strategies we have put in place in key areas such as noise, heritage and energy and continue our work to identify climate change risks to rail infrastructure.



#### In 2016-17 we will focus on:

- Noise: continue working alongside our partners across the transport cluster to identify practical ways to reduce the impact of noise on the community, our staff and our customers
- Biodiversity: further developing our tools and capabilities for mapping and identifying environmentally sensitive sites to enable improved planning and assessment of biodiversity risks
- Energy and Carbon: implementing our new Energy Management Strategy to maximise energy efficiency opportunities available through monitoring and reducing energy use and increasing the adoption of renewable energy in stations and depot buildings. Working with Transport for NSW through the Power Futures initiative to understand and plan for future energy demand and infrastructure requirements as the rail network develops

- Climate change: completing our Climate Change Risk Assessment work, which will inform Transport for NSW policy, decisions and the prioritisation of investment in the design of future rail infrastructure and the adaptation of existing rail infrastructure
- Heritage: improving management and stewardship of our heritage assets across Sydney Trains. Partnering with Transport Heritage NSW to develop programs for the conservation of station-related heritage like signage and clocks and sharing our history with customers
- Community: Sydney Trains will continue to focus on our role in the communities we serve. Working with councils to ensure quick and coordinated responses to local matters, and promoting our work to community groups and stakeholders. A community relations page is planned for the Sydney Trains website. Engaging with outreach and health workers to provide support for homeless people on our network to access community support services.

### Measuring success

By delivering these initiatives Sydney Trains will:

- Reduce impact from rail noise on our stakeholders
- Improve planning, identification and assessment of our biodiversity risks
- Improve our ability to measure our energy use while reducing usage and costs
- Improve our understanding of the impacts of climate change on the network and our operations
- Improve management of our heritage assets (fixed and movable)
- Strengthen our relationships with the communities in which we operate.



**Sydney Trains is a NSW Government Agency**

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