

NSW Trains

Annual Report



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Volume 1

NSW Trains

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This Annual Report was produced wholly by NSW Trains. This Annual Report can be accessed on the Transport for NSW website transport.nsw.gov.au

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Letter to Ministers

The Hon Andrew Constance MP
Minister for Transport and Roads

Parliament House
Macquarie Street
Sydney NSW 2000

The Hon Paul Toole MP
Minister for Regional Transport and Roads

Parliament House
Macquarie Street
Sydney NSW 2000

Dear Ministers,

I am pleased to submit for presentation to Parliament the Annual Report for NSW Trains for the financial year ended 30 June 2019.

The Annual Report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Statutory Bodies) Regulation 2015*.

Yours sincerely



Pete Allaway
Acting Chief Executive
NSW Trains

Contents

Overview	2
Report from the Acting Chief Executive	4
About NSW Trains	6
About NSW Trains	8
Our purpose	8
Our partners	8
Our values	9
Our strategic objectives	9
Business priorities	9
Our executive team	10
Our leadership team	11
Be safe and secure	12
Our performance	14
Create great customer experiences	20
Our performance	22
Build connections	28
Our performance	30
Community engagement	30
Special events	31
Employees	33
Diversity and inclusion	35
Spend smarter	38
Our performance	40
Appendices	42
Finance and asset management	44
Internal Audit and Risk Management Attestation Statement for the 2018–2019 Financial Year for NSW Trains	47
People	49
Legal	52
Cyber Security Annual Attestation Statement for the 2018–19 Financial Year for NSW Trains	52
Acts and subordinate legislation administered by the Minister for Transport and Roads	57



Overview







Report from the Acting Chief Executive

It's been an exciting year for NSW Trains. In the last financial year we launched new strategic objectives for the organisation and this year we saw how this new focus drove many improvements for regional customers and communities.

Planning for the arrival of our new trains continued during the year. Both new fleets will bring a greatly improved standard of safety, comfort and reliability of service to our customers. During the year, the government announced that an additional 42 carriages had been ordered for the new Intercity fleet, providing extra capacity for customers. The contract for our new Regional fleet was awarded and work has started on detailed designs for the Dubbo Maintenance Facility and train itself.

We engaged extensively with unions and our staff on proposed changes the new intercity fleet will bring to their roles, as a result of the new technology that will make the fleet much safer and easier to operate.

We also worked to develop closer relationships with our communities and undertook a range of engagement programs during the year to help us plan and deliver services best suited to their needs. We engaged with several communities on hub and spoke style coach services and as a result we were able to introduce seven new pilot coach services.

One of our strategic objectives is to stimulate regional growth and this year we again partnered with the Parkes Elvis Festival and the Broken Heel Festival to run special trains for these events. These special event trains bring large numbers of patrons into the towns, supporting the local economies.

NSW has been in a period of drought for some time now and this has had a significant impact on our communities and the large number of our employees who work in these areas. Staff across the network looked for ways to provide support for their communities and hosted or took part in various fundraising events. I'm very proud of the NSW Trains team and their efforts to support their communities both during crisis and in their every day.

Work started on some significant changes to Transport for NSW and the operating agencies as part of 'Evolving Transport'. From 1 July 2019, NSW Trains sits within the Regional and Outer Metropolitan Division of Transport for NSW. I look forward to the opportunities this new model will provide NSW Trains in the future.

For the last two years NSW Trains had an Acting Chief Executive who we shared with Sydney Trains, Howard Collins OBE. As a result of the 'Evolving Transport' changes, from May this year I was pleased to assume this role for NSW Trains. Howard continues his role of Chief Executive of Sydney Trains in the Greater Sydney division of Transport for NSW.

I thank Howard for his stewardship of NSW Trains over the last two years and the insights and direction he provided.

I also thank our employees for the work they do every day to provide our customers with the high level of service they deserve.



Pete Allaway
Acting Chief Executive
NSW Trains

About NSW Trains



Next service towards
Sydney



About NSW Trains

NSW Trains is an agency within the Regional and Outer Metropolitan Division of the Transport cluster trading as NSW TrainLink.

NSW TrainLink has responsibility for the day-to-day management and operation of rail and coach services in regional NSW.

As a member of the Regional and Outer Metropolitan Division within Transport for NSW, NSW Trains collaborates widely to inform the strategic direction of our services over the next four years. NSW Trains is guided by the NSW Government's State Priorities and the TfNSW Corporate Plan 2016-21.

NSW Trains has more than 2,000 employees located across NSW and is proud to be an employer in the communities that we serve.

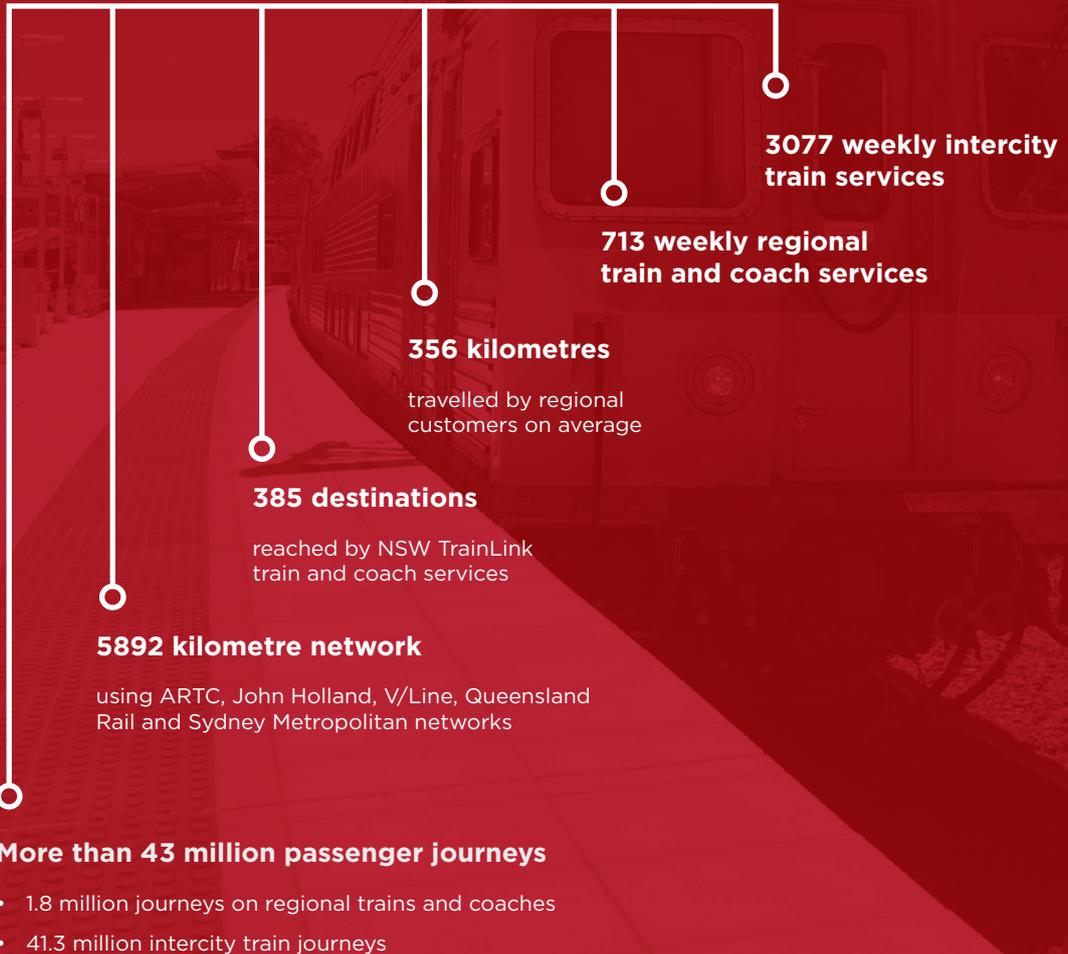
Our purpose

To connect people and communities throughout NSW.

Our partners

NSW Trains partners with Transport for NSW, Sydney Trains, Australian Rail Track Corporation, John Holland, Queensland Rail and V/Line in the delivery of our train services as well as 15 coach operators to deliver timetabled coach services statewide.

Key facts



Our values



Safety:

We prioritise safety for our people and our customers



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



Integrity:

We take responsibility and communicate openly



Solutions:

We deliver sustainable and innovative solutions to NSW transport needs

Our strategic objectives

The NSW Trains strategic objectives provide direction and focus for the next five to 10 years. These are:

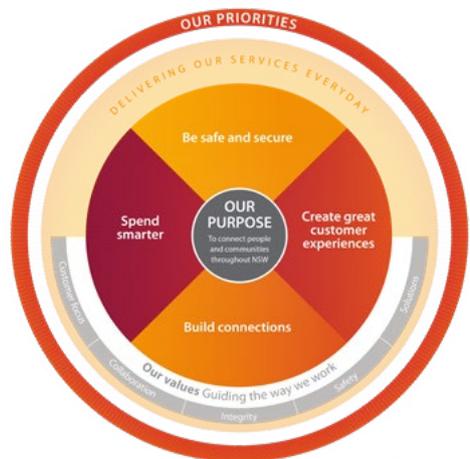
- **Increase customer and community value** through better journeys, smoother, faster and more reliable services.
- **Stimulate regional growth** by optimising the network and connecting more communities.
- **Partner to provide services** by ensuring an integrated regional transport system to provide improved services for communities and customers, through seamless journeys.
- **Strengthen and integrate transport networks** by working across the Transport cluster to ensure an integrated transport network.
- **Maintain a flexible, capable and future-focused business and workforce** by investing in our people and business capability.

Business priorities

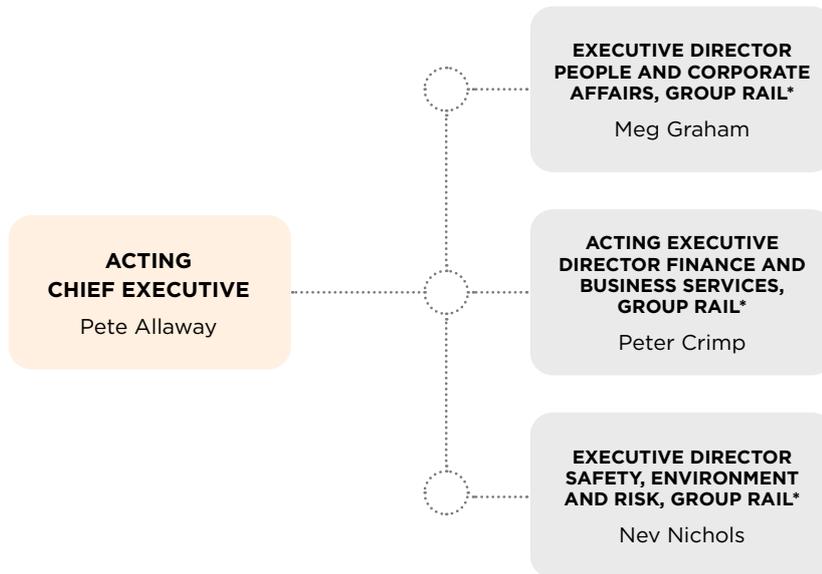
NSW Trains has identified four key priority areas to focus on every day. These priority areas are:

- **Create great customer experiences**
Raise patronage through improved services and better customer experiences.
- **Be safe and secure**
Instil confidence in the safety of our services among our customers, employees and community.
- **Spend smarter**
Deliver value in every decision for the community and the taxpayers of NSW.
- **Build connections**
Increase trust and relevance in the community and improve employee engagement, productivity and capability.

These have been captured in the 'Our Priorities' wheel as a visual representation of these focus areas. This Annual Report provides a summary of our performance in these four focus areas.

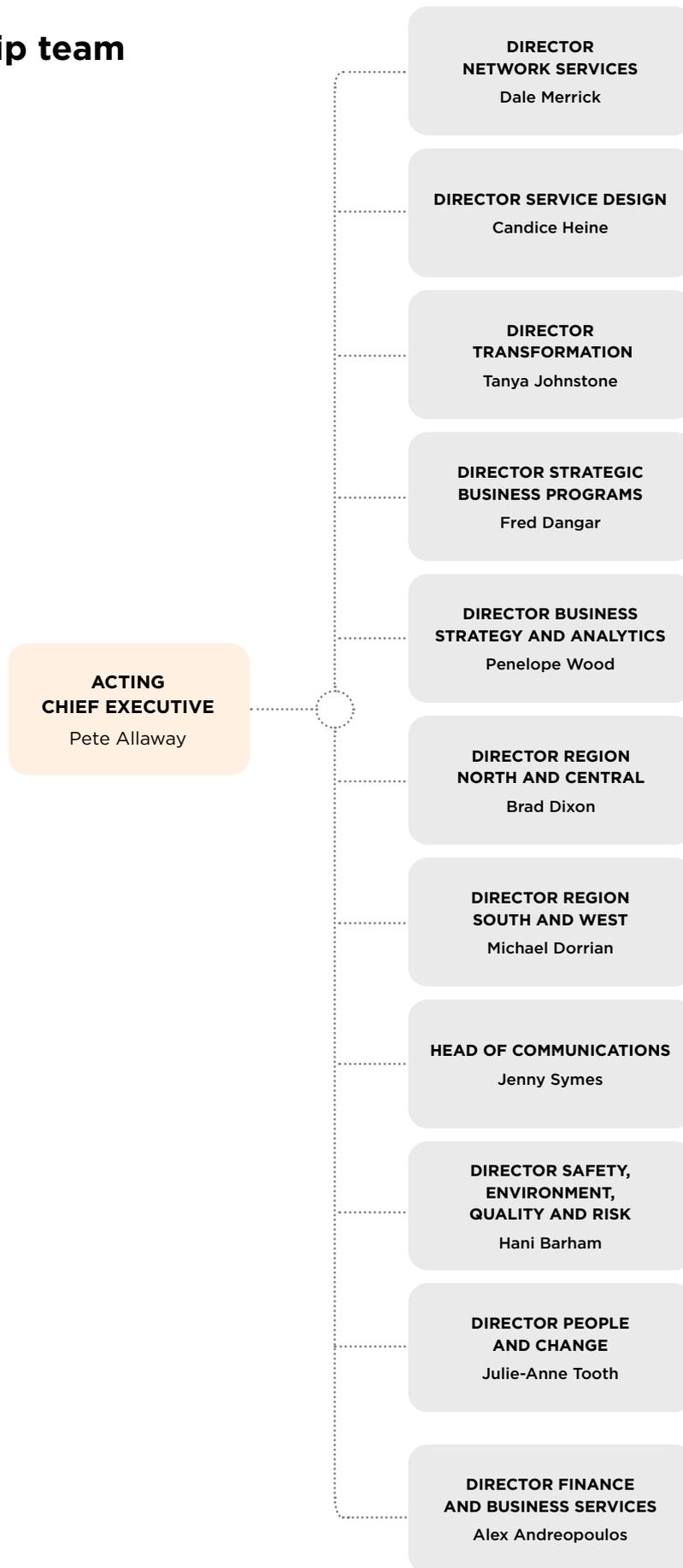


Our executive team



* A group structure exists across NSW Trains and Sydney Trains ensuring the corporate functions are efficiently supported - avoiding duplication across the two agencies. Group Rail provides finance and business services, safety and human resources support.

Our leadership team



Be safe and secure





Dubbo

Coach Bay 1

Services towards
Broken Hill

Stopping at
Narromine
Trangie
Nevertire
Nyngan
Hermidale
Boppy Mountain
Cobar
Emmdale
Wilcannia
Broken Hill

Du

Coach Bay

Services towards
Bourke

Stopping at
Narromine
Trangie
Nevertire
Nyngan
Girilambone
Coolabah
Byrock
Bourke

Change at Coolabah for
Gongolgon
Brewarrina

Our performance

During the reporting period NSW Trains made the following improvements for the safety and security of our people, customers, communities and the environment.

- There were 173 customer injuries reported during the financial year, which is 22 per cent less than in the 2017-18 financial year.
- There were 8225 security incidents reported during the financial year, which is 15 per cent less than in 2017-18 financial year.
- Across the NSW Trains network 2044 trespass incidents were reported during the period, which is 18 per cent less than the last period.
- The first revenue service fitted with Automatic Train Protection technology operated between Newcastle Interchange and Cockle Creek on the Central Coast and Newcastle Line on 29 March 2019.
- Several initiatives were introduced to reduce waste, including the removal of all plastic straws from catering services, and an education program in conjunction with Clean Oceans to fight plastic waste.

NSW Trains' focus in the coming year remains on workplace health and safety with a 145 per cent increase in our Lost Time Injury Frequency Rate (LTIFR) to 68.81 due in part to better reporting and the inclusion of critical incident leave in our lost time measure.

Employee safety

The key indicator for employee safety is the LTIFR, a measure of the number of injuries resulting in time lost from work, per million hours worked. NSW Trains' total LTIFR (physical and psychological) doubled in 2018-19 when compared with the previous financial year.

Investigation into the increase in LTIFR identified a significant upsurge in the number of incidents reported since First Priority, our safety reporting system, was enhanced. In addition, since January 2018, Critical Incident Leave has been included in the LTIFR data to ensure that NSW Trains complies with the definition of lost time within the *Work Health and Safety Act 2011*. Critical Incident Leave, which is taken by an employee after a traumatic incident, was not previously included in the LTIFR.

	2017-2018	2018-2019	Change
LTIFR - Physical	15.51	34.58	123%
LTIFR - psychological	12.53	34.23	173%
LTIFR - Total	28.04	68.81	145%

NSW Trains worked with Transport Shared Services in Transport for NSW to provide a better alignment of injury data between what is being reported to NSW Trains and the worker compensation claims captured by Transport Shared Services.

Capturing Critical Incident Leave in First Priority enables extra controls to be identified to minimise the traumatic effect of psychological incidents.

Physical injuries

NSW Trains employees reported 214 physical injuries during the 2018-19 financial year and 98 of those resulted in lost time injuries. Muscular stress accounted for 59 claims, followed by slips, trips and falls with 36 claims.

NSW Trains worked closely with the Sydney Trains Health Service Team during the reporting period to develop a program to address the high number of muscular skeletal injuries. A pilot program will be introduced in the first quarter of 2019-20 involving an onsite physiotherapist based at Newcastle Interchange.

Psychological injuries

Psychological injuries include a range of cognitive, emotional and behavioural symptoms and may include disorders such as depression, anxiety or post-traumatic stress disorder.

The psychological health of staff members will always be a concern for NSW Trains. The organisation is focussed on providing as much support as possible to staff who are exposed to traumatic events such as witnessing fatalities, near misses on the network, exposure to workplace bullying or other forms of harassment.

A series of courses and wellbeing programs were delivered to support employees involved in critical incidents and to support those affected by mental health whilst also raising awareness amongst their colleagues and managers.

Initiatives included: 'Building resilience' workshops, 'R U OK' day, 'Providing support after trauma' training, 'Peer support volunteer' program, 'Critical incident support' and 'Return to work buddy'.

There were 270 psychological injuries reported by NSW Trains employees during the 2018-19 financial year which is significantly higher than the number reported in the previous year. One hundred and ten of these injuries were caused by exposure to trauma.

Sixty-eight employees took Critical Incident Leave during the year with 82 per cent of all these injuries falling into two categories 'Exposure to traumatic event' and 'Other mental stress factors (Near Miss)'.

There were also 68 workers' compensation claims associated with 55 psychological lost time injuries, with the most significant number of claims being for 'Exposure to traumatic event' with 20 claims. However, the highest impact in terms of days lost per claim was caused by 'Work related harassment and/or workplace bullying' with 39 days lost per claim.

Health and wellbeing

The Health and Wellbeing Program seeks to influence the behaviour of NSW Trains staff both inside and outside the work environment to improve the overall wellbeing of staff, both physically and mentally.

Health and wellbeing-related initiatives during the last financial year included:

- A new domestic and family violence procedure implemented across NSW Trains on 1 January 2019.
- Health coaching made available to Category 1 and 2 safety critical workers who are temporarily unfit. This includes working with a health professional to develop achievable goals to improve health, while building skills, motivation and confidence to manage health conditions.
- Continuation of the Peer Support Volunteers (PSVs) Program with more than 52 PSVs trained to provide support to those who have been exposed to a traumatic incident, to help minimise psychological injuries.
- Rail RUOK? Day - this year involved Quentin the interactive question mark issuing conversation challenges for staff to take on with workmates, family and friends.
- A Building Resilience Workshop pilot conducted in April 2019 to help minimise psychological injuries.
- Providing support after trauma training in Wollongong and Newcastle for Level 5 managers to help staff with psychological injuries.
- Health checks held at a range of locations and flu vaccinations made available for all staff.



Keeping an eye on the network at Maitland Regional Customer Support Centre

Anti-social behaviour

Security for staff and customers remains a priority for NSW Trains. The total number of incidents for the year was 8225 which is a 15 per cent reduction from the previous year and the lowest recorded for NSW Trains.

The majority of incidents were the result of minor anti-social behaviour, followed by property offences and offences against people.

Central, Gosford, Hamilton, Newcastle Interchange and Wollongong recorded the highest levels of incidents. More regional train services than intercity services were affected by security incidents with the Brisbane and Melbourne overnight XPT services experiencing the highest number of incidents.

NSW Trains has continued to work closely with the NSW Police Force and emergency services to reduce incidents and provide a safe and secure environment for staff and customers.

Customer safety

Slips, trips and falls

There were 173 customer injuries reported during the financial year, which is 22 per cent less than in the 2017-18 financial year.

Sixty-one per cent of all customer injuries were associated with 'slips, trips and falls', with the majority of these incidents occurring at the busy stations of Central, Gosford and Newcastle Interchange.

Education

NSW Trains employees used the opportunity provided by Rail Safety Week to engage with customers and local communities about being safe around the railway stations and tracks.

The two main themes for the year were 'Mind the Gap' and 'Be Aware Around the Tracks'. Staff across the wider Regional network spent time talking to customers to remind them to be aware of the gap, both horizontal and vertical, at each station. There were also staffed kiosks at four locations which were targeted for their high number of level of crossing incidents.

During the year NSW Trains continued its 'Schools Program' with staff visiting schools to educate children about being safe around trains, level crossing safety and the safety risks associated with trespassing in the rail corridor.

Automatic Train Protection

Transport for NSW is boosting safety across the electrified rail network by delivering new Automatic Train Protection (ATP) technology.

ATP will provide additional safety benefits and more reliable services by ensuring trains operate within the permitted speed limit.

The first revenue service fitted with ATP technology operated between Newcastle Interchange and Cockle Creek on the Central Coast and Newcastle Line on 29 March 2019.

ATP driver training started in mid-February at both Newcastle Interchange and Central (Intercity) Depot and the Gosford Depot in May. Over 200 Drivers and Standards Officers have been trained with all drivers at Newcastle Interchange completing the ATP training course.

Community safety

Trespass

Trespass in the rail corridor is classified as an indirect risk in regard to NSW Trains operations. However, from a risk exposure perspective, it represents NSW Trains' most significant risk.

There were 10 incidents of people being 'struck by train in rail corridor' resulting in nine fatalities and one critical injury.

Across the NSW Trains network 2044 trespass incidents were reported during the period, which is 18 per cent less than the previous reporting period. Fifty-three per cent of these incidents were associated with '*Person in path of rail vehicle at station*', including five fatalities. Another 14 per cent were related to '*Person in path of rail vehicle in rail corridor*' resulting in four fatalities

Bargo, Telarah and Dapto had the highest incidence of trespass incidents across the NSW Trains network.

To minimise the incident of trespass within the rail corridor, NSW Trains worked on a range of initiatives including:

- Continued discussions with Wollongong City Council, the Police Transport Command and Sydney Trains to minimise trespassing in the rail corridor at a vantage point for photography of the Sea Cliff Bridge.

- Engagements with local schools across South Coast, Central Coast and West areas to educate children around the safety risks when trespassing into the rail corridor.
- Participation in regional field days and community engagement events to raise awareness of safety risks associated with trespassing.

Level crossings

While NSW Trains does not control or maintain level crossings, incidents at level crossings can have a significant impact on staff. NSW Trains works constructively through the Level Crossing Strategy Council, Level Crossing Working Group and other level crossing safety forums to deliver safer level crossings in NSW. This includes planning for the Level Crossing Improvement Program, and the cooperative approach to the allocation of resources.

NSW Trains continued to raise the importance of reporting incidents at level crossings with train crew as well as the need for local shift managers to investigate these incidents and consider appropriate controls. This encourages and promotes a culture of reporting.

There were 223 level crossing incidents reported in 2018-19, which is less than the previous year where 323 incidents were reported.

One incident caused a critical injury to one person and two other incidents resulted in a fatal injury.

Level crossings at Park Road – Woonona, Bellambi Lane – Bellambi and Bong Bong Road – Dapto recorded the highest level of violations.

NSW Trains participated in a range of initiatives in 2018-19 to support safer level crossings including:

- Attending local regional field days and community engagement events to raise awareness of safety at level crossings.
- Adding two schools from the Central Coast and three from the Blue Mountains to the ‘Schools Program’.
- Working with the Australian Rail Track Corporation to trial track circuit actuators (TCA) on the north-west rail corridor to provide better circuitry connectivity and improved safety at level crossings.
- Communicating feedback from NSW Trains drivers’ on near hits to both the Level Crossing Working Group and the rail infrastructure maintainers.
- An increased focus on reporting incidents at level crossing hot spots along the South Coast, in particular at Park Road – Woonona and Bellambi Lane – Bellambi.



Delivering the level crossing safety message at AgQuip.

Breaches

Signals passed at danger (SPADs) continued to trend upwards during the reporting period. Forty-two SPADs were reported in 2018-19, which is three more than the previous financial year.

A number of initiatives were taken to address SPADs during 2018-19, including:

- Working with the Sydney Trains SPAD Working Group to share learnings and implement mitigation solutions to multi-SPAD signals within the electrified network.
- Participating at the Rail Industry Safety and Standards Board SPAD Symposium to gain a greater understanding of SPAD mitigation techniques across the rail industry.
- Educating staff and enforcing safety policies and procedures at Central to address and reduce operational safety breaches.
- Improving the visibility and accuracy of SPAD incidents in First Priority and incorporated root causes identified through local investigations, increasing the visibility of SPADs and their contributing factors to the executive team.
- Communicating SPAD details and lessons learnt to drivers.
- Improving drug and alcohol testing of train crew.
- Offering a fatigue management e-learning course, with 62 per cent of employees completing the course by the end of June 2019.

The recorded incidence of *'Other Operational Safety Breaches'* including *'Fail to Stop'*, *'Overshoots'* and *'Overcarries'* remained in line with the previous reporting period.

Environment and sustainability

NSW Trains is committed to long-term, proactive management of its environmental risks and opportunities in the delivery of an essential and sustainable mode of transport for NSW. The main goal during 2018-19 was to raise the profile of the environment and sustainability across the organisation. The first environment strategy was introduced during the reporting period with three clear long-term goals:

- Protect and enhance the natural environment by reducing NSW Trains' direct environmental impact.
- Maximise the positive impact of NSW Trains' actions at local and national level through communication, collaboration and partnership.
- Create a culture where staff are empowered and supported in improving their personal and organisational environmental sustainability practices.

Major achievements over the reporting period include:

- Introduction of the NSW Trains Environmental Responder.
- The delivery of an innovative waste management contract, partnering with Sydney Trains, to support NSW waste reduction targets.
- Cross cluster collaboration on the development of Transport for NSW's Energy Future Strategy.
- NSW Trains partnered with Clean Oceans to deliver an employee education program designed to fight plastic waste and promote workforce hydration.
- At the same time, NSW Trains commenced its customer plastic waste education program, by promoting the NSW Governments Return and Earn Program within its menu. With support from staff and customers NSW Trains took the next step and became straw responsible. Since commencement NSW Trains has only received positive customer feedback and is looking forward to building on this program during the next financial year.



Create great customer experiences



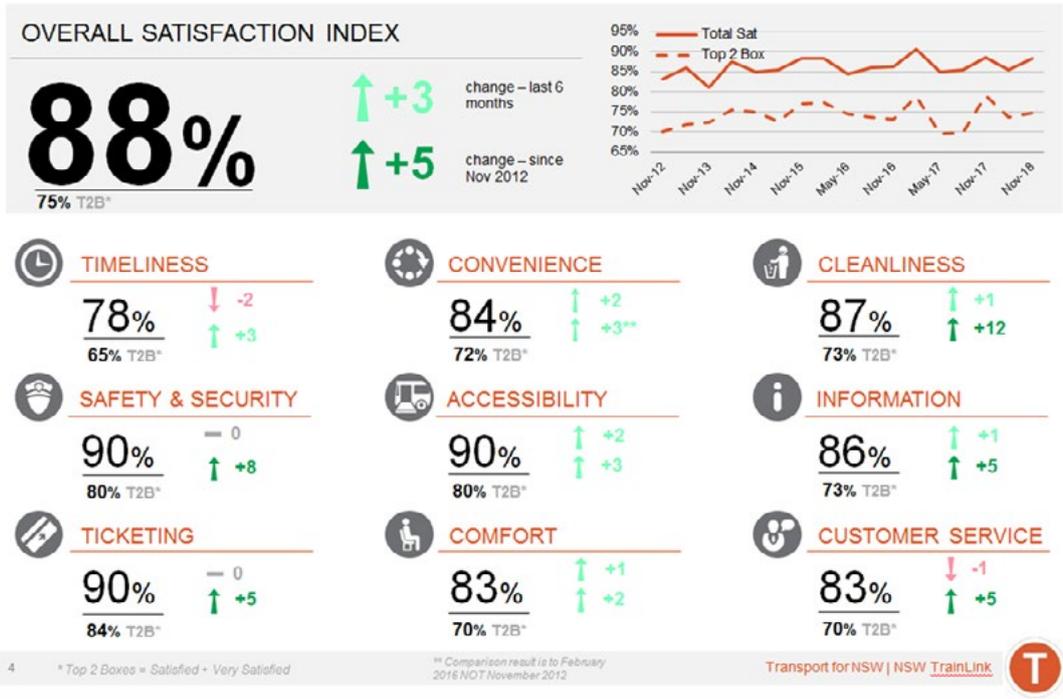


Our performance

At NSW Trains, the customer is at the centre of everything we do. The key achievements in creating a better experience for our customers this year included:

- An increase in regional patronage by eight per cent, while overall patronage remained unchanged.
- A two point increase in customer satisfaction for Intercity services to 88 per cent compared to the same period last year
- On target punctuality of 92 per cent for Intercity services when measured across a 24-hour period, while peak services fell short of the 92 per cent punctuality target, measuring 88.9 per cent. Rollingstock and line side infrastructure reliability contributed to the peak service reliability score.
- Above target punctuality for Regional services of 79 per cent against a target of 78 per cent.
- Consistent above target performance for regional coach punctuality of 93.9 per cent against a target of 92 per cent.
- Above target scores for station, on board and turnaround cleanliness.

Summary dashboard



Patronage

In 2018-19 NSW Trains continued to deliver on its key purpose; to connect people and communities throughout NSW. As a result it significantly improved its regional patronage.

While overall patronage (intercity plus regional) remained stable with 43.1 million customer journeys during the reporting period, regional patronage grew by 8.3 per cent over the previous year to 1.8 million.

NSW Trains took the next step to better connect communities of NSW by investing in new trial coach routes. As a result, NSW Trains provided more than 4,300 new coach trips and more than 20,000 new passenger journeys.

The proportion of customers aged between 25 and 39 years on Intercity and Regional services has been trending up over time. The majority of these customers travel four or more days a week, with most customers travelling for work and business, or shopping, recreation or social purposes. The proportion of customers travelling for work and business has also been trending up over time.

Twenty-five to 34 year old full fare adults were NSW Trains' most valuable regional online demographic, generating the most revenue with those over 65 generating the lowest revenue online.

Customer satisfaction – Intercity services

Overall customer sentiment for the May satisfaction survey increased by 3 points to 88 per cent over the previous six months and was up by 5 points since 2012. Punctuality and customer service were rated lower by customers compared to the preceding period (2 and 1 points respectively).

Satisfaction with timeliness declined for the Newcastle and Central Coast (2 points) and Blue Mountains (4 points) lines while these attributes remained stable or increased for the rest of network. The section on punctuality for Intercity services has more information.

Punctuality Intercity (peak)

Intercity peak services are defined as those electric and diesel services within the OPAL network including the Blue Mountains Line, Central Coast & Newcastle Line, Hunter Line, South Coast Line and Southern Highlands Line. AM peak services are those that arrive at Central between 0600 and 1000 hours with PM peak services being those that depart Central between 1500 and 1900 hours.

Overall peak performance in 2018-19 resulted in 88.9 per cent of Intercity trains arriving on time against a target of 92 per cent. The PM peak performance was 91.9 per cent with the PM peak below target at 85.9 per cent. Peak performance was impacted predominately by network infrastructure and rolling stock issues.

The overnight period provides an opportunity to 'reset' the system and typically enables better punctuality in the morning peak. The afternoon peak is more likely to be impacted by flow-on effects of delays on the rail network during the day.

NSW Trains continues to engage with industry partners to focus on improving peak performance.

On-time running

Figure 1: Overall peak services did not reach the target of 92 per cent.

	AM	PM	Combined
All	91.9%	85.9%	88.9%
West Diesel	88.5%	73.7%	81.1%
West Electric	92.4%	80.7%	86.5%
North Electric	89.6%	87.3%	88.4%
South Coast Electric	95.9%	90.0%	93.3%
Southern Highlands Diesel	NA	89.2%	89.2%

92%
 87-91.99%
 86.99%

Punctuality Intercity (24-hour period)

Intercity 24-hour services are defined as all electric and diesel services within each 24-hour period within the OPAL network including the Blue Mountains Line, Central Coast & Newcastle Line, Hunter Line, South Coast Line and Southern Highlands Line.

Overall Intercity 24-hour punctuality achieved the target of 92 per cent with services on the Hunter, South Coast and Southern Highlands lines all exceeding the punctuality target. However, train services on the Blue Mountains and the Central Coast and Newcastle lines were below target with the main causes of the delays attributed to network infrastructure and rolling stock issues.

Congestion across the network and security-related incidents including anti-social behaviour, medical emergencies and vandalism also contributed to the punctuality result.

Figure 2: 24-hour Intercity punctuality overall reached the 92 per cent target despite falling short in the North and West lines.

All	92.0%
West Diesel	87.9%
West Electric	87.5%
Hunter Valley Diesel	93.2%
North Electric	90.7%
South Coast Diesel	96.0%
South Coast Electric	94.0%
Southern Highlands Diesel	92.4%

Intercity 24-hour punctuality fluctuations

Figure 3: Intercity 24-hour punctuality varies significantly from week to week, indicating high vulnerability to changes within the network.



Regional train punctuality

NSW TrainLink Regional train services travel throughout NSW and into Victoria, Queensland and the ACT across five regional networks. Regional train service punctuality exceeded the target of 78 per cent with a result of 79.1 per cent punctuality for the year. This is above the previous year's punctuality performance of 78.3 per cent.

Temporary speed restrictions impacted services to Moree, Brisbane and Melbourne during the year. Trains were required to travel at reduced speeds due to extreme weather conditions and infrastructure issues. In addition, trespass and copper wire theft in the Victorian ARTC network also affected our ability to meet the punctuality target.

The reliability of the aging XPT fleet has affected punctuality and we are working closely with the fleet maintainer to minimise the impact on customers.

Regional train services to Canberra and the North Coast returned good results with the Melbourne, Brisbane and services to the North West being the key areas of focus for improvement in the next financial year.

Figure 4: Regional services overall surpassed the target of 79 per cent punctuality for the financial year.

Line	OTS
All	79.1%
Armidale	76.5%
Brisbane	73.0%
Broken Hill	87.7%
Canberra	91.1%
Casino	81.0%
Dubbo	82.5%
Grafton	88.6%
Griffith	94.6%
Melbourne	55.7%
Moree	81.9%

Regional coach punctuality

Regional coach services have provided reliable customer service for the 2018-19 year. All regions have exceeded the target of 90 per cent with an overall result of 94 per cent.

Figure 5: Regional coach services performed consistently above target across all regions.

All	93.9%
North	92.7%
North West	92.8%
South	93.1%
West	95.7%

Pre-boarding

Ticketing

A change to the pricing framework was rolled out during the reporting period which included:

- standardising seasonal fares to peak and standard
- introduction of a discount for Adult Standard fare customers who book more than five days in advance
- introduction of promotional fares.

These initiatives target leisure travellers, encouraging them to book earlier and travel outside of peak periods.

Timetable

Service adjustments to support launch of Sydney Metro Northwest

To prepare for the Sydney Metro Northwest infrastructure upgrades between Epping and Chatswood, some adjustments to NSW Trains' services were introduced in September 2018. As part of these service adjustments, customers on the Central Coast benefited from more express services to the city via Strathfield as Eastwood and Burwood were removed from the stopping pattern. NSW Trains' services operating via the North Shore line had additional stopping locations included in the timetable.

Further adjustments were made to the timetable from 28 April 2019, to accommodate the opening of Sydney Metro Northwest in May 2019.

Stations

Refresh

In the 2018-19 financial year, 25 intercity and two regional stations were refreshed. The Station Refresh Program includes works such as station repairs, toilet facilities upgrades, station de-cluttering, painting, LED lighting upgrades, deep cleaning, landscaping, furniture installation, bird proofing and minor safety works.

The works are designed to improve the customer experience and satisfaction, reduce slips, trips and falls and other safety incidents at stations, grow patronage, improve station energy efficiency and better prioritise maintenance spending.

Cleanliness

The cleanliness of trains and stations is important to NSW Trains' customers and significant work was completed during 2018-19 to meet their expectations. Eight hundred carriages and 160 intercity and regional stations were deep cleaned during the year.

Trains pre-service and a majority of stations are now consistently exceeding the target score of six, which is consistent with last year's result.

The Customer Experience Management Program (CXMP) continued during the reporting period. Real time alerts on cleanliness issues allowed speedy resolution by NSW Trains staff. Daily performance results for all areas were used to identify stations and specific train services where additional attention was required.

Customer Experience Management Program score (cleanliness)

	Year end 30 June 2019	Target
Station	6	6
Turnaround	6.2	6
Pre service	6.6	6

Booking

Online

Digital channel share grew by six per cent from 38 per cent last reporting period to 44 per cent at the end of the financial year. The average ratio for online bookings during the year was 41 per cent.

Customers continue to gain a 10 per cent discount when booking tickets online.

Information

Smart Stations Program

The Smart Stations Program is a series of seven projects designed to provide customers at stations with real-time train, coach and local area information and help customers and staff feel safe and secure on stations at all times.

Throughout the year 23 regional stations and two intercity locations were upgraded with new digital public address systems so staff can make announcements anywhere on the station. This included installation of new speakers and an Audio Frequency Induction Loop to assist customers with hearing impairments to receive announcements.

Another 12 stations on the NSW Trains network received automated announcement technology for the first time while state-of-the-art digital touch screens were commissioned on six pilot stations to communicate safety messages, local area wayfinding and passenger information to Intercity customers.

NSW Trains also developed and tested new innovative technology to remotely lock and unlock doors on stations to support customers wishing to use facilities on unattended stations.

Onboard

Catering

NSW Trains continued to work with regional product suppliers to offer a range of food products sourced from around NSW.

The menu developed for March 2019 saw an increase in regional product items with the introduction of juice from a company in Griffith. NSW Trains continued to support an Indigenous supplier based in Wellington and Dubbo by including two of its product lines in the menu.

The menu also offered vegan options for the first time, including a main meal, sandwich and salad option.

Post trip

Customer feedback

Customer feedback through the traditional channels (letter, phone and web) decreased over the year.

NSW Trains received 11,246 items of feedback during the reporting period of which 1033 were compliments.

- Compliments decreased by four per cent, from 2.5 per 100,000 passengers in 2017-18 to 2.4 per 100,000 passengers in 2018-19.
- Complaints decreased by one per cent, from 16.7 per 100,000 passengers in 2017-18 to 16.5 per 100,000 passengers in 2018-19.

New Services – trial coach services

Following community engagement around proposed trial coach services, mentioned elsewhere in this report, a staged introduction of the services commenced. During the trials feedback on the services was sought from customers on board and from the wider community via a survey.

When determining the viability of a new coach service, NSW Trains considers a range of factors including patronage and the broader economic benefit to communities, as well as the social benefit of connecting regional communities with education, medical and other facilities.

Eight new coach trials started during the year:

- Wagga Wagga to Albury
- Goulburn to Canberra
- Goulburn to Campbelltown (Sydney)
- Wagga Wagga to Canberra
- Central West
- Forster to Coffs Harbour
- Broken Hill to Adelaide
- Broken Hill to Mildura

A further four trials – Tamworth to Dubbo, Tamworth to Port Macquarie, Goulburn to Canberra and Goulburn to Campbelltown – were extended during the reporting period.

Three trials – Tamworth to Newcastle, Young to Cootamundra and Wagga Wagga to Albury – were cancelled during the reporting period due to low patronage.

In the first 16 months of the trial coach services NSW Trains, in close collaboration with Transport for NSW, provided more than 4300 additional coach trips (more than 180,000 seats). More than 20,000 customers have used the services, with up to 30 per cent utilisation per route.

New fleets

Regional

The NSW Government is replacing the ageing NSW Regional rail fleet of XPT, XPLOER and Endeavour trains, as well as building a new maintenance facility at Dubbo which will stimulate the regional economy and help create sustainable job opportunities and skills. The new trains will improve safety, comfort, accessibility and reliability for customers who travel to or from Sydney and regional centres in NSW, as well as Canberra, Melbourne and Brisbane.

During the reporting period, the NSW Government awarded the contract to deliver the Regional Rail Fleet Project to Momentum Trains, with work on detailed designs for the Dubbo Maintenance Facility and the new fleet starting during the financial year.

Intercity

In February this year, the government announced that an additional 42 carriages had been ordered (bringing the total order to 554), which will see eight-car trains increased to 10-car trains for peak hour services on the South Coast Line, providing extra capacity for customers in the future.

The New Intercity Fleet will provide a better experience for customers who make over 41 million journeys a year on the electrified Intercity network.

NSW Trains consulted with relevant train user representative organisations, such as the Accessible Transport Advisory Committee, on the proposed operating models for the train. In October 2018 the Minister for Transport, Andrew Constance MP, announced there would be a driver and guard on board the Intercity fleet when it enters service and the guard role would have an increased focus on customer service.

Build connections





Our performance

The successful delivery of transport services depends on community understanding, support and advocacy for NSW Trains and its services. This year we completed extensive community consultation for seven new trial coach services and new rail services to Griffith, Bathurst and Singleton. To support economic growth in regional communities we provided special event trains for the Parkes Elvis Festival and the Broken Heel Festival in Broken Hill, and hosted numerous community heritage and other events at our stations across the state.

An engaged workforce is equally as important to service delivery and this year the focus was on thoughtful planning and effective communication and engagement on the key changes in the years ahead. There was also continued focus on ensuring the workforce represented the communities NSW Trains serves. Improvement was seen on two key diversity measures with:

- women in leadership increasing by two per cent to 35.85 per cent; and
- Aboriginal and Torres Strait Islander representation increasing one per cent to 2.24 per cent.

Community engagement

Building relationships

NSW Trains continued to engage with the community during the 2018-19 financial year, making it a central component of the way we plan and operate our services.

Our community engagement included regular discussions with key stakeholder groups and organisations, as well as specific engagement programs involving the wider community. The aim of the engagement activities was to brief the community on projects and gain feedback to help plan and deliver services.

Coach trials

NSW Trains worked with Transport for NSW to develop trial coach services in line with the *Future Transport Strategy 2056*. A key part of developing the trials is listening to communities and understanding their desire to not only be connected to capital cities but also to regional centres through transport links.

After identifying a number of potential trials, NSW Trains ran engagement programs in local communities to understand the demand for the service, and when and how the services should operate.

Engagement activities included discussions with local groups and organisations, as well as community engagement sessions at local community centres, stalls at shopping centres, markets and existing local events. Community members could provide input into the process via these face-to-face sessions or via a community survey online or in person.

During the 2018-19 financial year, NSW Trains engaged with communities about proposed trial coach services between:

- Goulburn and Canberra
- Goulburn and Campbelltown (Sydney)
- Wagga Wagga and Canberra
- Dubbo, Orange and Parkes
- Forster and Coffs Harbour
- Broken Hill and Adelaide
- Broken Hill and Mildura



NSW TrainLink staff engaging with the community about proposed new coach trials at the Bathurst Show.

New rail services

During the reporting period the NSW Government announced three new rail services to provide additional transport options for regional communities.

NSW Trains engaged the community on the design of these services which include:

- an additional weekday service from Griffith to Sydney
- an additional day return service from Bathurst to Sydney with stops at Rydal and Tarana
- new return train services from Singleton to Newcastle.

All of these services are due to start in the 2019–20 financial year.

Special events

NSW Trains' services forge important connections - helping make places thriving communities and enabling easier access and reach for commuters travelling for work or visitors wanting to explore and spend their tourist dollars in local economies.

Parkes Elvis Festival

NSW Trains' Elvis Express and Lachlan Valley's Blue Suede Express trains left Sydney on Thursday 10 January 2019 for the annual Parkes Elvis Festival.

The Parkes Elvis Festival is held every year in the second week in January, coinciding with Elvis Presley's birthday.

The theme was 'All Shook Up' and celebrated the fabulous 1950s. Prior to the departure of the Elvis Express and the Blue Suede Express, staff and customers at Central Station and festival goers were treated to Elvis tribute artists performing on stage.



The Elvis Express and the Blue Suede Express travelled from Central Station to Parkes.



NSW TrainLink staff pictured with tribute artists at Central Station to send off the Elvis Express.

Broken Heel Festival

NSW Trains again partnered with organisers of the annual Broken Heel Festival to celebrate the iconic movie *Priscilla, Queen of the Desert*.

Broken Hill in far west New South Wales welcomed the special service train carrying three carriages full of drag queens and fans of drag culture. After pre-departure celebrations at Central Station, the train undertook the 15-hour journey from Sydney to Broken Hill tracing the tracks of the iconic bus from the film *Priscilla, Queen of the Desert*, on its way to the three-day Broken Heel Festival.

The festival started four years ago, celebrating 22 years since the making of the film *Priscilla, Queen of the Desert*, which was partly set in the city. Not only did the Silver City Stiletto contribute to the local economy and tourism but it reinforced NSW Trains' commitment to look for new ways to support regional events and make it easier for people to travel to events in regional NSW.



Maude Boat heading to the Broken Heel Festival on board the Silver City Stiletto

Heritage events

A number of events were held around the NSW network to commemorate significant milestones, including station anniversaries.

Several stations marked 100 or 150-year anniversaries of their opening during the financial year with community events held at the stations. The events were generally coordinated with local historical groups.

100 year anniversaries:

- Macksville on 30 June 2019

150 year anniversaries:

- Bundanoon and Marulan on 5 August 2018
- Muswellbrook on 18 May 2019
- Goulburn on 25 May 2019

Employees

Engagement

NSW Trains continued to undergo large scale change with work to introduce the New Intercity Fleet, new Regional Rail fleet and other changes across the network. To prepare leaders for these changes, the Frontline Leader Engagement pilot commenced in May in the North and Central Region, seeking to better understand challenges and concerns and find ways to better support leaders and their teams.

During the year NSW Trains employees took part in the NSW Public Sector Employee Survey which resulted in an improved engagement score. Participation was up over last year with 68 per cent of employees completing the survey. NSW Trains committed to providing \$1 worth of travel to Can Assist for every employee who took part in the survey.

Staff engagement continued with all staff rostered to attend an 'In The Know' session twice a year. Led by the local leader, these sessions provide an opportunity to discuss the key priorities for staff and the business, as well as upcoming changes such as the operating model for the New Intercity Fleet.

Employee sick leave - average monthly days per employee	0.87
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Employee OT (unscheduled) - overtime hours as % normal hours	6.95%
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Equal opportunity - % women in workforce	24.40%
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Headcount - direct employees	2049
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New Intercity Fleet

A key element to the successful introduction of the New Intercity Fleet is effective staff engagement and communication. Over the reporting period NSW Trains' approach has been to engage with staff frequently and proactively communicate key project updates and information important to staff.

A major focus this year has been engaging with staff around NSW Trains' proposed operating model. The New Intercity Fleet will operate with a driver and guard on all intercity services where customers are on board. Consultation around the roles and responsibilities has been a key topic. Throughout the year, NSW Trains held multiple face-to-face staff briefings to share as much information as possible about proposed roles and responsibilities, train design and other aspects of the new fleet.

NSW Trains also has a structured approach to engaging with health and safety representatives (HSRs). In August 2018, NSW Trains established a dedicated HSR group to discuss the New Intercity Fleet. This group meets regularly to discuss health and safety topics, provide feedback to the New Intercity Fleet project team and work through issues.

NSW Trains values the feedback from all stakeholders, especially staff and HSRs, and will continue to engage throughout the project

Consultation is ongoing with staff, health and HSRs, the Rail, Tram and Bus Union, and other key stakeholders about the proposed operating model.

Sydney Metro

The Sydney Metro works at Central Station represents the biggest improvement to the station in decades – making it easier for customers to seamlessly connect between metro, light rail, suburban, intercity and regional services.

To ensure business continuity and to reduce the impact of the construction work on staff, consultation with unions, safety professionals and staff has been a priority over the last year. NSW Trains has a commitment to ensure all requirements are captured and evaluated.

NSW Trains' interface and coordination with Sydney Metro and the delivery contractor will be maintained during the project to ensure that benefits to our customers and staff are achieved with minimum impact.

Rail Operations Centre

NSW Trains' Network Services Coordination Centre (NSCC) moved to the new state-of-the-art Rail Operations Centre (ROC) in Alexandria on 29 March 2019.

The NSCC coordinates the operation of the train and coach network, incident management and response, as well as customer information for both the Intercity and Regional networks.

As a part of this move team members were engaged in welcome activities such as: the building induction and operating floor protocol sessions, working with IT to make the most of the new technology and work stations, plus support from health and wellbeing programs.

Drought relief

During the financial year, New South Wales was in a period of significant drought. As a regionally-focused business, with a large number of employees living and working in drought-affected areas, the team looked for ways to support their local communities through the crisis.

Hosting or taking part in various fundraising events around the state, staff from NSW Trains provided assistance to those in need.

Gunnedah, Tamworth, Armidale and Narrabri Stations were part of the RU Aware We Care Campaign. The stations were drop off points for non-perishable food, toiletries, cleaning products and pet food. The Salvation Army distributed the goods to farmers in the north west of the state.

Lithgow Station and train crew raised funds for 'Helping Farmers in the Central West' Tooraweenah Drought Relief, while the teams at Wagga Wagga Station and Central Station raised money for the Burrumbuttock Hay Runner charity day and Rural Aid's Buy a Bale Program.



Items dropped off at Gunnedah Station as part of the RU Aware We Care Campaign

Diversity and inclusion

NSW Trains is aligned to Transport for NSW's focus areas of increasing women in senior leadership roles and Aboriginal and Torres Strait Islander representation.

In this financial year, the representation of Aboriginal and Torres Strait Islander employees increased from 1.87 per cent in July 2018 to 2.24 per cent in July 2019.

NSW Trains has actively partnered with Aboriginal employment agencies to increase the number of Aboriginal and Torres Strait Islander candidates applying for roles. During the year, it partnered with the Sydney Trains Aboriginal Employment Unit and the Transport for NSW Recruitment Team to hold Aboriginal Careers Open Days in both Southern and Northern NSW, targeting recruitment from Aboriginal communities.

NSW Trains took part in NAIDOC week, which was an opportunity to celebrate the diversity of our workforce and the contribution Aboriginal employees make to the success and culture of the organisation. Six message sticks were sent to all parts of the network, painted to reflect the theme 'Because of her we can!'.

Memorial plaques and artwork were also installed at Central Station and Kempsey during the year in recognition of the Stolen Generations and to create awareness of past forcible removal practices.



Message sticks painted by Aboriginal artists to reflect the 'Because of her we can!' theme were carried on NSW TrainLink services to community celebrations across New South Wales

Women in leadership

NSW Trains has a strong focus on encouraging gender parity in the workplace, with 50 per cent of director level and operational leadership roles, and 35.85 per cent of Senior Service leadership roles, held by women. This is a two per cent improvement over the prior year.

NSW Trains participated in International Women's Day with a theme of #BalanceforBetter focusing on how we can work together to build a more gender-balanced world.

Events were held around the network to celebrate and recognise women in the workplace, as well as providing employees with an opportunity to share stories of how they encourage gender balance.



Celebrating International Women's Day at Newcastle



This service is operated by

NSW Transport
NSW TrainLink

Spend smarter





Our performance

Driving efficiency

NSW Trains continues to look for ways to deliver value for the community and taxpayers of NSW while growing our regional train and coach services.

As a result, NSW Trains continued to improve its cost recovery from fares and reduce its operating deficit for 2018-19. Our full financial performance is reported in Volume Two of this report.

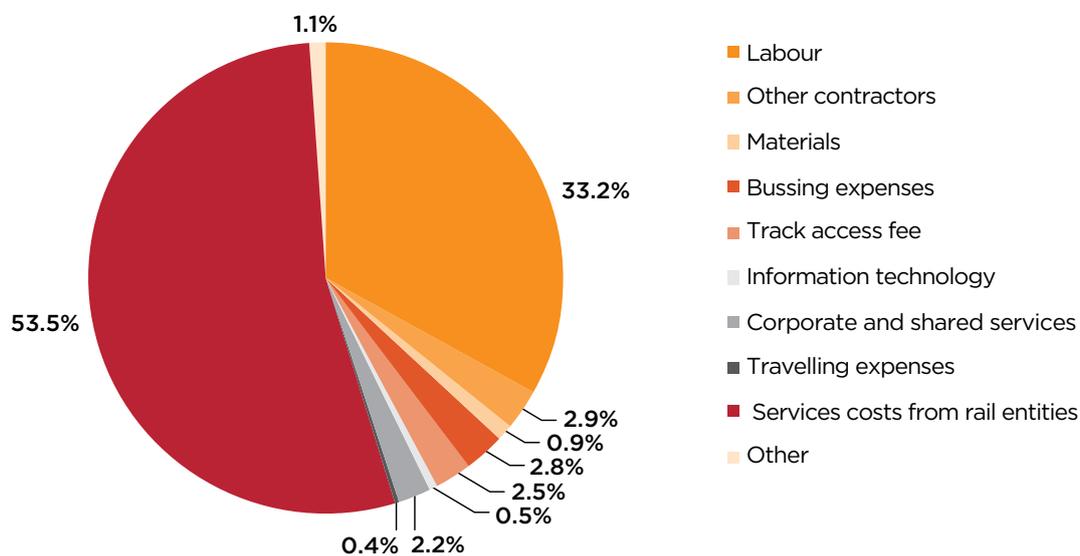
- Net operating cost/revenue per km for the financial year was \$8.73
- Net operating cost/passenger journey for the financial year was \$18.89
- Overall revenue increased by 1.0 per cent to \$125.2 million in 2018-19. Regional revenue decreased by 1.1 per cent to \$44.8 million with the unwinding of regional discounting of services. Intercity revenue increased by 2.3 per cent to \$80.4 million in 2018-19.

Capital works

NSW Trains' total capital investment during the financial year was \$5.0 million which included various capital projects:

- Tell Us Mobility Reporting
- Safety and Environment Management System (FP)
- Regional CCTV, mobile public announcements and information boards.

Operational Expenditure





Appendices





Finance and asset management

Overseas travel

International travel (itemised): July 2018 - June 2019

Agency	Officer Name and position	Date	Destination	Purpose
NSW Trains	Fred Dangar Director Business Strategy and Performance	18-22 March 2019	Ireland	Attend counterpart meetings with regional rail operators and the International Mainline Rail Benchmarking Group meeting

Grants to non-government community organisations

NSW Trains did not grant any funds to non-government community organisations during the year.

Consultants

Consultant	Project	Costs (\$)
Contracts of \$50,000 or more	1	\$444,189
Total contracts of \$50,000 or more	1	\$444,189
Total contracts of less than \$50,000		0
Total expenditure in 2018-19		\$444,189

Payment of accounts

Performance in paying trade creditors' accounts during the year is reported below.

Payment of accounts (GST included)

Quarter	Current (i.e. within due date) \$M	Less than 30 days overdue \$M	Between 30 and 60 days overdue \$M	Between 60 and 90 days overdue \$M	More than 90 days overdue \$M
Suppliers					
Sep-18	2.6	1.0	0.0	0.0	0.0
Dec-18	3.0	1.4	0.0	0.0	0.0
Mar-19	4.2	0.9	0.0	0.0	0.0
Jun-19	7.2	0.5	0.0	0.0	0.0
Small business suppliers					
Sep-18	0.0	0.0	0.0	0.0	0.0
Dec-18	0.0	0.0	0.0	0.0	0.0
Mar-19	0.0	0.0	0.0	0.0	0.0
Jun-19	0.0	0.0	0.0	0.0	0.0

Accounts paid on time within each quarter

Measure	Sept-18	Dec-18	Mar-19	Jun-19
Suppliers				
Number of accounts due for payment	3091	3850	2684	3135
Number of accounts paid on time	3085	3849	2680	3126
Actual % accounts paid on time	99.80%	100.00%	99.90%	99.70%
\$ amount of accounts due for payment	\$17.55M	\$41.14M	\$26.5M	\$28.51M
\$ amount of accounts paid on time	\$17.55M	\$41.14M	\$26.5M	\$28.51M
Actual % accounts paid on time (based on \$)	100.00%	100.00%	100.00%	100.00%
Small business suppliers				
Number of accounts due for payment	0	0	22	22
Number of accounts paid on time	0	0	22	22
Actual % accounts paid on time	0.00%	0.00%	100.00%	100.00%
\$ amount of accounts due for payment	\$0	\$0	\$0.1M	\$0.3M
\$ amount of accounts paid on time	\$0	\$0	\$0.1M	\$0.3M
Actual % accounts paid on time (based on \$)	0.00%	0.00%	100.00%	100.00%

Internal audit and risk management and policy attestation**Transport
for NSW**

NSW Trains
ABN 50 325 560 455
Chief Executive
PO Box K349, Haymarket NSW 1238
470 Pitt Street, Sydney NSW 2000
Telephone (02) 9219 1101
www.nswtrains.nsw.gov.au

26 September 2019

Director
Financial Management, Governance & Analytics
NSW Treasury
Level 27, 52 Martin Place
SYDNEY NSW 2000

Dear Director

**TPP15-03 Internal Audit and Risk Management Policy for the NSW Public Sector - NSW Trains
Attestation Statement**

In accordance with the requirements of TPP15-03, please find attached NSW Trains Internal Audit and Risk Management Attestation Statement, which attests that the core requirements were in place for the 2018-2019 Financial Year.

Yours sincerely

A handwritten signature in black ink, appearing to read 'P Allaway'.

Peter Allaway
Acting Chief Executive

Internal Audit and Risk Management Attestation Statement for the 2018- 2019 Financial Year for NSW Trains

I, Peter Allaway, am of the opinion that NSW Trains has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

	Core requirements	Compliant, non-compliant, or in transition
Risk management framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal audit function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

Position	Name	Start term date	Finish term date
Independent Chair	Peter Housden	4/11/18	3/11/21
Independent Chair	Peter Mayers	4/11/13	4/11/18
Independent Member 1	David Antaw	4/11/13	30/06/20
Independent Member 2	Shirley Liew	4/11/13	30/06/20

Pete Allaway

Acting Chief Executive NSW Trains
NSW Trains
26 September 2019

Risk management and insurance activities

Risk management

NSW Trains understands the need for systematic, effective management of risk in a challenging operating environment.

Key business risks, their causes, consequences and controls are captured in the Corporate Risk Register. The custodian of the register during the reporting period was the Chief Operating Officer with periodic review by the A/Chief Executive NSW Trains and the NSW Trains Leadership Team. There was independent oversight of the Corporate Risk Register and risk management activities by the Audit and Risk Committee.

The Safety Risk Register is an integral part of the organisation's rail safety accreditation and continues to evolve and mature as new hazards, causes and controls are added and reviewed in light of operational events, risk assessments and investigation findings.

The content of the register is assured through several levels of coordinated activity:

- formal periodic risk reviews to confirm the causes, consequences and controls for each risk, and identify further actions to minimise the risk so far as is reasonably practicable
- updates in response to investigation findings following significant incidents or, on occasion, previously unseen minor incidents
- revisions where Safety, Environment, Quality and Risk professionals become aware of gaps in descriptions of causes, consequences or controls, or where descriptions must be updated in response to changes, e.g. new procedures, processes or technology
- ongoing review of controls to provide the required assurance to control owners
- independent oversight of the register and associated Safety Management System processes in the form of an annual audit by the Office of the National Rail Safety Regulator.

Land disposal

NSW Trains holds no land assets and has made no land disposals in the past year.

Disclosure of controlled entities

NSW Trains had nil controlled entities during the past financial year.

Disclosure of subsidiaries

NSW Trains had nil subsidiaries during the past financial year.

Investment management performance

NSW Trains holds nil investments with TCorp.

Liability management performance

NSW Trains is not required to report on liability management performance in accordance with Treasury Circular 09/07.

Response to matters raised by the Auditor-General

No significant matters were raised by the Auditor-General in the Statutory Audit Report for the year ended 30 June 2019.

People

Human resources

Industrial relations legislation, awards and agreements

The NSW Trains Enterprise Agreement made in 2018 continues in force until May 2021.

In accordance with clause 7 of the Enterprise Agreement, extensive consultation occurred, particularly in relation to key projects: the New Intercity Fleet, commencement of Automatic Train Protection on the NSW Trains network and the relocation of facilities at Central due to construction of the Sydney Metro.

Exceptional movements in wages, salaries or allowances

Employees received a pay increase of three per cent effective 1 May 2019, as provided for by the 2018 Enterprise Agreement.

Human resources policies and practices

In the past year, a number of human resources initiatives, policies and procedures were implemented to support NSW Trains' management and employees, including:

- leadership development programs
- risk-based training needs analysis and technical competency based programs
- customer relationship training
- providing support after trauma workshops
- Peer Support Volunteer training and group supervision sessions
- talent and succession review for senior managers
- Domestic and Family Violence Procedure.

Existing policies and practices were reviewed to ensure alignment with undertakings from the 2018 Enterprise Agreement.

There has been a consistent application of an industrial relations risk assessment and consultative approach for all reforms.

Headcount as at 30 June 2018

Directorate	Headcount
Business Management	2
Business Strategy & Performance	6
Communications	9
Engineering, Safety Environment Quality and Risk	17
Network Services	114
North and Central Region	1147
People and Change	13
Service Design	22
South and West Region	663
Strategic Business Programs	3
Transformation	52
Executive Office	1
Grand Total	2049

Senior executives - table

Senior executives accounted for 1.4 per cent of the total employee related expenditure (1.7 per cent in 2017-18).

NSW Trains - Senior executive bands 1-3

Pay scale group	Female	Male	Total	Average rem
Band 1	4	9	13	254,767
Band 3	0	1	1	494,193

Senior Service Level	Female		Male		Total		Average TRP (\$)		% of Total employee-related expenditure relating to senior executives	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
Band 1	7	4	10	9	17	13	\$247,368	\$254,767		
Band 3			1	1	1	1	\$438,308	\$494,193	1.7%	1.4%
Total	7	4	11	10	18	14				

Agreements with Multicultural NSW

There were no agreements required.

Workforce diversity

Workforce diversity group	Benchmark/target	2015	2016	2017	2018	2019
Women in the workforce	50% by 2025**	24.1%	24%	25.3%	25.1%	24.40%
Women in senior positions	35%*	21.3%	20.4%	29%	33.8%	35.85%
Aboriginal, Torres Strait Islanders	2.6%*	1.5%	1.5%	1.7%	1.87%	2.24%
Disability	N/A	2.6%	2.6%	2.4%	2.54%	2.78%
Disability and require adjustment	1.5%	1.2%	1.2%	1.2%	0.33%	0.10%
First language not English	19%					2.20%

* Transport cluster assigned to align with wider public service targets set by the Premier

** Transport for NSW Diversity and Inclusion Plan target (2014-2019)

Multicultural policies and services program

Under the *Multicultural NSW Act 2000*, Transport for NSW is required to deliver and report against current policies and services which address the NSW's Multicultural Planning Framework. The Transport for NSW multicultural plan outlines how it will respond to the NSW Government's multicultural objectives, and incorporate multicultural principles into Transport for NSW processes and systems. The plan was reviewed by the Transport cluster steering committee and plan implementation continued to be prioritised across Transport.

NSW Trains used the plan to ensure its operations reflect the multicultural nature of its staff and the community in which it operates. NSW Trains' employees are reflective of the communities they serve, with more than one third from racial, ethnic or ethno-religious minority groups resident in New South Wales. NSW Trains has monitored and met scorecard targets regarding employees identifying as Aboriginal.

NSW Trains continued its partnership with the Sydney Trains Aboriginal Employment Unit during the reporting period. The unit builds pathways into frontline roles for Aboriginal and Torres Strait Islander people and aims to increase Indigenous representation in the workforce. This partnership provided positive results with the representation of Aboriginal and Torres Strait Islander people increasing from 1.87 per cent in the last reporting year to 2.24 per cent this year.

Legal

Exemptions

NSW Trains neither sought nor received any reporting exemptions under the Annual Reporting provision of the Annual Reports (Statutory Bodies) Regulation 2010.



Transport
for NSW

Cyber Security Annual Attestation Statement for the 2018-19 Financial Year for NSW Trains

I, Pete Allaway, am of the opinion that NSW Trains is approaching cyber security in a manner consistent with Mandatory Requirements set out in the NSW Government Cyber Security Policy.

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

Governance is in place to manage the cyber-security maturity and initiatives for NSW Trains in cooperation with Transport for NSW.

There exists a current cyber incident response plan for NSW Trains.

A mix of reviews, audits and certifications of the agency's ISMS were undertaken, in addition to reporting against the Mandatory Requirements of the NSW Government Cyber Security Policy, and were found to be adequate or being addressed through the program of work as appropriate.

A handwritten signature in black ink, appearing to read "P Allaway".

Pete Allaway
Acting Chief Executive
NSW Trains
26 August 2019

Government Information (Public Access) Act 2009 (GIPA Act)

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 annually.

Performance data and other information about NSW Trains is available on the Transport for NSW website.

Number of access applications received – Clause 7(b)

During the reporting period, our agency received a total of 11 access applications (including withdrawn applications, but not invalid applications).

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

During the reporting period no applications were refused by NSW Trains.

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 confirm/deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0
Private sector business	0	0	0	1	0	0	0
Not for profit organisations or community groups	1	0	0	0	0	0	0
Members of the public (application by legal representative)	3	0	0	0	0	1	0
Members of the public other	2	0	0	2	0	0	0
	7	0	0	3	0	1	0

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

Processing times may mean that not all applications are received and resolved within the same reporting period.

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 confirm/deny whether information is held	Application withdrawn
Personal information applications*	3	1	0	2	0	1	0
Access applications (other than personal information applications)	2	0	0	2	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0
	5	1	0	4	0	1	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).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
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	0
Invalid applications that subsequently became valid applications	0

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	0
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	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
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)	9
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	1
Total	11

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

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

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

	Number of applications
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates	0

Public Interest Disclosures Act 1994 (PID Act)

NSW Trains received one Public Interest Disclosure request.

NSW Trains' actions to meet its staff awareness responsibilities under section 6E(1)(b) of the PID Act include:

- PID information contained in Policy and Procedures
- Code of Conduct
- links contained on the NSW Trains intranet
- information communicated via briefing papers and staff communication.

Acts and subordinate legislation administered by the Minister for Transport and Roads

Minister for Regional Transport and Roads (01/05/2019 – 30/06/2019)

The Minister for Regional Transport and Roads has joint administration of all Acts listed for the Minister for Transport and Roads.

Transport Administration Act 1988

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

The Transport Administration Act 1988 states the common objectives and service delivery priorities of public transport agencies:

1. Public transport agencies are to exercise their functions in a manner that promotes the following objectives, which are the common objectives of public transport agencies:
 - a. Customer focus
To put the customer first and design the transport system around the needs and expectations of the customer.
 - b. Economic development
To enable the transport system to support the economic development of the state (with a focus on freight transport systems).
 - c. Planning and investment
To ensure that good planning informs investment strategies.
 - d. Coherence and integration
To promote coherence and integration across all transport modes and all stages of decision-making.
 - e. Performance and delivery
To focus on performance and service delivery, based on a strong purchaser-provider model with clear accountabilities for outcomes.
 - f. Efficiency
To achieve greater efficiency:
 - i. in the delivery of transport infrastructure projects
 - ii. through improved coordination of freight, maritime and ports operations, and their integration into the transport system

iii. by eliminating duplication of functions and resources

iv. by outsourcing the delivery of non-core services.

- g. Environmental sustainability
To promote the delivery of transport services in an environmentally sustainable manner.
 - h. Social benefits
To contribute to the delivery of social benefits for customers, including greater inclusiveness, accessibility and quality of life.
 - i. Safety
To provide safe transport services in accordance with a safety regulatory framework.
2. Public transport agencies are to determine their service delivery priorities having regard to the Transport Secretary's expectations for service delivery established by a Statement of Expectations issued annually to public transport agencies by the Transport Secretary.

Changes in Acts and subordinate legislation 2018-19

New South Wales

Crown Land Management Act 2016 (NSW) (commenced in full on 1 July 2018)

Rail Safety (Adoption of National Law) Regulation 2018 (NSW) (commenced on 27 July 2018)

Gas and Electricity (Consumer Safety) Act 2017 (NSW) (commenced on 1 September 2018)

Heavy Vehicle National Law Act 2013 (NSW):

- Heavy Vehicle (Adoption of National Law) Amendment Regulation 2018 (NSW) (commenced on 1 October 2018)
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2018 (NSW) (commenced on 1 October 2018)

Government Sector Finance Act 2018 (NSW) (commenced on 1 July 2019)

Building and Construction Industry Security of Payment Amendment Act 2018 (NSW) (to commence on 21 October 2019)

Modern Slavery Act 2018 (NSW) (assented to on 27 June 2018, not yet commenced)

Commonwealth

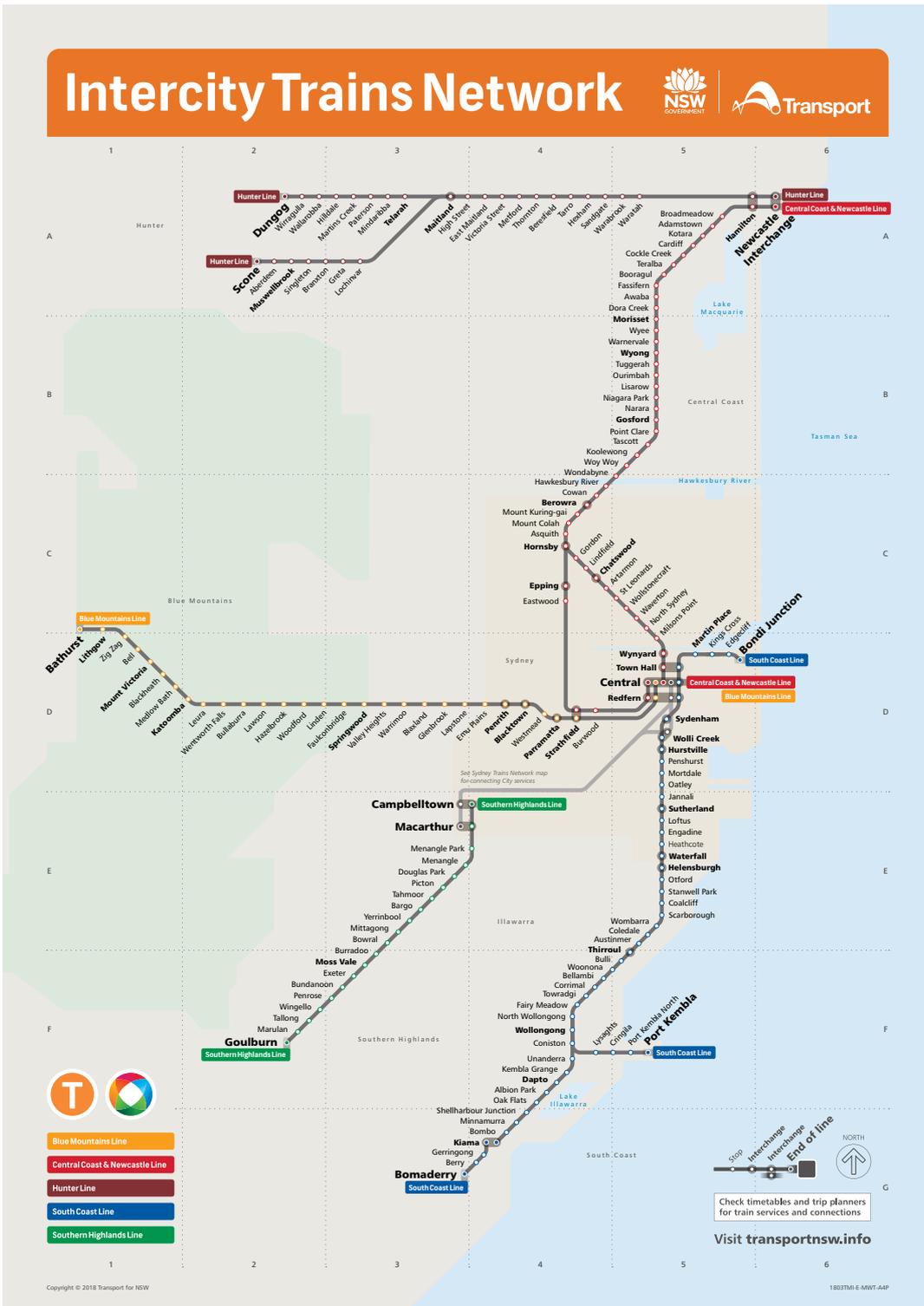
Road Vehicles Standards Act 2018 (Cth) (part-commenced on 11 December 2018)

Industrial Chemicals Act 2019 (Cth) (assented to on 12 March 2019, due to commence on 1 July 2020)

Annual Report accessibility requirements

The NSW Trains Annual Report was produced in-house and complies with Web Content Accessibility Guidelines 2.0, as per the Premier's Circular 2012-08 NSW Government Website Management.

Intercity Trains Network



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