



FY2019 - FY2020

Sydney Trains **Corporate Plan**



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Sydney Trains key statistics



375 MILLION* ANNUAL PATRONAGE



PASSENGER JOURNEYS
Per Weekday



TIMETABLED STOPS
Per Weekday



TIMETABLED SERVICES
Per Weekday



CUSTOMERS TRAVEL
to and from work



CUSTOMERS TRAVEL
at least 4 days
per week



CUSTOMERS AGED
between 25-39 years
per week

1000+

NUMBER OF PASSENGERS ONE EIGHT-CAR TRAIN CAN CARRY



10K

Workforce
(budgeted positions)



30Million

Waratah Train
Capitalised Value



175

Stations
(incl. 4 on Airport Line)



2,216

Fleet
Electric & diesel cars
(incl. S74
NSW TrainLink)



1,617km

Track maintained
(incl. NSW TrainLink)



935km

Electrified Track
(Sydney Metro area only)



10K+

CCTV
Cameras maintained



1,550km

Overhead wiring
Maintained
(incl. NSW TrainLink)



2.7B

Total cost of Operations



\$39B

Assets under Management

Foreword





Chief executive's message

I want to share with you Sydney Trains' key areas of focus for the 2019-2020 financial year.

Sydney Trains' mission is to keep Sydney moving by delivering safe, customer-focused, reliable and clean rail services and effective paths for freight. We will continue to focus on providing our customers with a high quality service and giving taxpayers value for money by operating as efficiently as we can.

Sydney is experiencing major growth: in 2013 Sydney Trains carried 278 million customers, this year we have achieved 375 million. To accommodate this growth Sydney Trains has added new services to its timetable which now delivers 3,200 on each weekday, but the outlook is for patronage growth to continue (especially as we connect to the Metro North) and, therefore, we will continue to deliver our improvement programs to keep Sydney Moving.

The NSW Government is investing heavily in the rail system, ordering new suburban and intercity trains, completing Sydney Metro (Stage 1: Sydney Metro Northwest, and Stage 2: Sydney Metro City and Southwest), and funding a major uplift in service levels as part of the More Trains More Services Program.

This Corporate Plan outlines the key priorities and initiatives that Sydney Trains will deliver between 1 July 2019 and 30 June 2020, and explains how we will:

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

Over the coming year, we will continue to work with our colleagues across the Transport cluster to expand the capacity of our network, provide improved services to cater for customers' expectations and deliver the Government's plans for rail in NSW.



Howard Collins OBE
Chief Executive
Sydney Trains



Sydney rail network



M Metro **T** Trains



Sydney metro and train lines

M Metro North West Line
Chatswood
Tallawong

T1 North Shore & Illawarra Line
North Shore
Western
Richmond

T2 Inner West & Leppington Line
Inner West
Leppington
City

T3 Bankstown Line
Liverpool
Lidcombe
City

T4 Eastern Suburbs & Illawarra Line
Eastern Suburbs
Illawarra
Cronulla

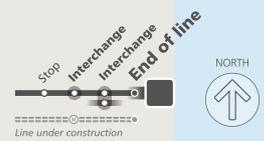
T5 Cumberland Line
Leppington
Richmond

T6 Carlingford Line
Carlingford
Clyde

T7 Olympic Park Line
Olympic Park
Lidcombe

T8 Airport & South Line
Airport
South
City

T9 Northern Line
Northern
Gordon



Check timetables and trip planners for train services and connections

Visit transportnsw.info

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Legislative context



Legislative context

Sydney Trains is a NSW Government agency constituted under the Transport Administration Act 1988. 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 to address service alterations, community consultation, regular service reviews, performance standards and the handling of complaints.

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, and
 - (ii) through improved coordination of freight, maritime and ports operations, and their integration into the transport system, and
 - (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.

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.

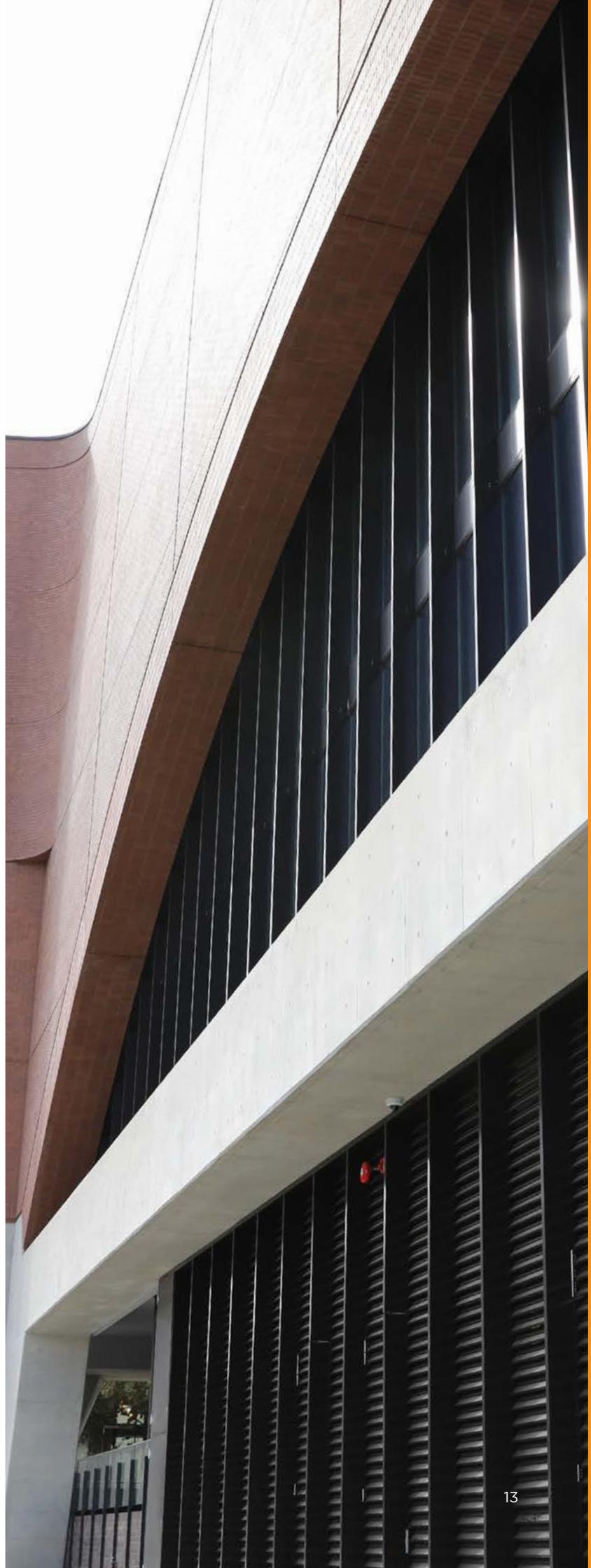
The principal objectives of Sydney Trains under the Act are to:

 - 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





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.

Future Transport Strategy 2056



The Future Transport Strategy is a 40 year strategy, supported by plans for regional NSW and for Greater Sydney. It is the first transport plan in Australia to harness technology to improve customer and network outcomes, and it starts with a long term vision for our communities.

The Future Transport 2056 places the customer at the centre of everything we do. It outlines a vision, strategic directions and customer outcomes, with infrastructure and services plans underpinning the delivery of these directions across the state.

The vision is built on six outcomes:

1. Customer Focused
2. Successful Places
3. Growing the Economy
4. Safety and Performance
5. Accessible Services
6. Sustainability

Sydney Trains' aims to keep Sydney moving by delivering safe, customer-focused, reliable and clean rail services and effective paths for freight.

The 2019-20 Sydney Trains Corporate Plan 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 engaged, customer focused workforce.

Business - to improve efficiencies across Sydney Trains.

Assets - to manage assets for Sydney Trains and NSW TrainLink by balancing cost, risk and performance.

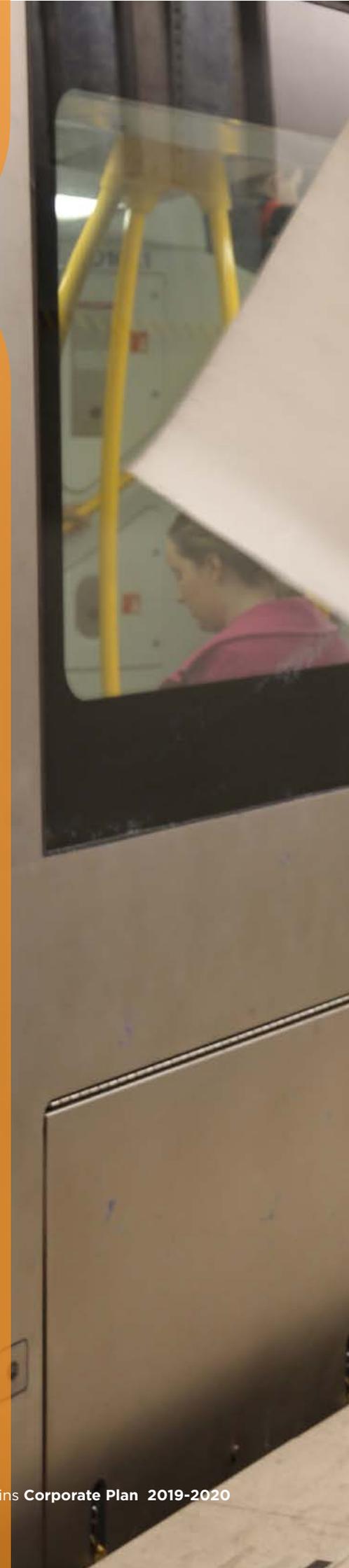
Environment and the community - to implement our environment strategy and deliver a more effective approach to community engagement.



radio protocol

Standard communication terms	
Attention	Attention
Priority	Priority
Emergency	Emergency
Stop	Stop
Proceed	Proceed
Hold	Hold
Standby	Standby
Clear	Clear
Cancel	Cancel
Repeat	Repeat
End of message	End of message
Message received	Message received
Message not received	Message not received
Message received with error	Message received with error
Message not received with error	Message not received with error
Message received with error and repeat	Message received with error and repeat
Message not received with error and repeat	Message not received with error and repeat
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Safety





Safety

To create and foster an environment that improves safety

The safety and well-being of customers, employees, contractors and the general public remains the heart of everything we do at Sydney Trains.

We will continue to support this commitment through delivery of significant work programs, enhancing and maintaining safe systems, promoting a positive safety culture and practices for our employees and contractors, and public safety campaigns.

In 2019/2020 we will focus on:

- Running a safe and secure railway for our customers, employees and contractors
- Constantly improving and maintaining our assets which includes track, trains and stations
- Constantly improving and driving best practice in safety critical communications between frontline staff
- Maintaining safe practices in the workplace and a safe work environment
- Driving a strong safety culture that leads to improved safety performance, and places high priority on safety, learning and continuous improvement
- Proactively supporting employees to manage their health and well-being
- Improving management of moving customer safely during peak periods
- Improving incident recovery management and associated operational processes linked to safety.
- A range of programs aimed at improving track worker safety including hierarchy for track access control, better planning, scheduling and notification and leveraging technology to improve our safe system of work
- Accelerating adoption of positive safety culture
- Enhancing lead and lag safety performance metrics.

Measuring success

By delivering these initiatives, Sydney Trains will:

- Reduce frequency and severity of safety incidents
- Reduce staff lost time and medical treatment injuries
- Reduce customer injuries
- Lessen the number of safety incidents leading to delays
- Enhance rail industry partnerships
- Enhance the operationalised and customer centric safety model
- Deliver a single approach to safety for Sydney Trains, intercity and regional NSW TrainLink customers.

Key initiatives for 2019/2020

- Simplification of the Business Continuity Management (BCM) framework and strengthening the plans with proactive measures to assist full business operation recovery in the most efficient, timely, cost effective and practical way. A dedicated team will be in place to provide assurance that adequate control exists over the business continuity processes and programs established for improving performance
- Renewing focus on employee injury prevention and return to work outcomes through active early intervention and rehabilitation programs
- Implementing a simplified new risk management approach



Customer accessibility and travel





G

Grand Concourse

G

Customer, accessibility and travel

To improve the customer experience with rail transport services and deliver customers to their destinations on time

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

Sydney Trains puts the customer at the centre of everything we do. 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, reducing journey times, and keeping abreast of changing customer needs.

In 2019-2020 we will focus on:

- Getting customers to their destinations on time by running safe and reliable train services with punctuality levels of 92% or more
- Continuing to focus on our people, using the Sydney Trains customer service principles:
 - first impressions count
 - friendly and ready to help
 - communicate clearly
 - find a solution
 - share your knowledge
 - work together
- Assessing and improving the customer experience by:
 - Providing a customer experience which is consistent, high quality and predictable through initiatives such as uplifting retail spaces, improving wayfinding, and improving our stations
 - Monitoring and receiving timely, actionable assessment of the quality of the customer-facing environment on stations and trains through our Customer Experience Management program
 - Deploying a customer service model that is customer needs-focused
 - Handling all customer complaints and feedback equitably and objectively, using the insights gained to improve services
 - Ensuring we have the right people, at the right place and at the right time through improved workforce management
 - Operating ticket gates to reduce the incidence of congestion at key locations, especially at peak times
 - Providing more effective on-boarding and disembarking of our customers with mobility issues
 - Understanding community demographics and aligning the service offering with community needs
 - Ensuring a quality service for customers of all cultures.
- Improving incident and disruption management by:
 - Utilising our new state of the art Rail Operations Centre with information and incident management systems which will minimise the impact of incidents on customers
 - Leveraging alternative customer journey plans to help customers make informed decisions about travel during periods of disruption
 - Uplifting incident response capability to significantly improve the current frontline tactical incident response performance which will lead to significantly improved response, service restoration and service recovery timelines
 - Proactive management of planned and unplanned network events through implementation of key route strategies and base service disruption plans

- Providing improved information to customers, through mobile apps, Sydney Trains' Twitter handles and improved station passenger information screens, delivering fast and accurate information to inform and give our customers choices
- Managing customer injury and illness by providing paramedic services at key locations
- Taking care of customers by providing public education programs on how to behave in the rail environment and support people with disabilities
- Working with Transport for NSW to deliver new timetables with more services for our customers and to align bus, train, ferry and light rail services to improve connectivity
- Working with NSW TrainLink to deliver ongoing reliability for intercity and regional customers
- Building on our expertise to deliver operational excellence across the Sydney Trains network.

Measuring success

By delivering these initiatives, Sydney Trains will achieve:

- Sustained high level of customer satisfaction
- Punctuality above 92%
- Reduced number of incidents leading to customer delays
- Improved incident response and recovery times
- Improved customer journey times.



People





People

To create an effective leadership culture and engaged, customer focused workforce

The quality of our staff and leaders are vital to Sydney Trains' success. Sydney Trains is committed to creating and maintaining an environment in which people can develop and fulfil their potential. Building the capability and competence of our workforce to meet current and future business objectives and ensuring our leaders demonstrate innovative and efficient leadership and management practices is also key to our success.

Core to this are our Sydney Trains SPACE behaviours. These behaviours define the way we do things and are further underpinned by Transport for NSW's core values of customer focus, collaboration, integrity, safety and delivering solutions.

SPACE stands for:

- **Safety** - Promoting the core belief that safety is our greatest priority and that all injuries are preventable
- **Pride** - Taking pride in your role, your presentation and recognising your value within the organisation
- **Accountability** - Owning your actions and being bold and pragmatic in decision-making, while expecting the same of your team
- **Collaboration** - Promoting open communication, working effectively across lines, accommodating different perspectives and sharing ideas
- **Excellence** - Striving for excellence; continuously acting to exceed your own, the business and our customer expectations, and acting with a focus on the optimum end result



Safety



Pride



Accountability



Collaboration



Excellence

In 2019/2020 we will continue to focus on:

- Growing our People Team Capability
- Simplifying processes
- Delivering the next wave enhancements to workplace transformations
- Enhancing our people experience

Key initiatives for 2019/2020

- Embedding our Diversity and Inclusion action plan to promote a more sustainable, capable and innovative workforce, including targeted recruitment and cadet programs, to reflect the multicultural nature of the community in which we operate
- Implement in each Directorate a new leadership team planning and team building approach

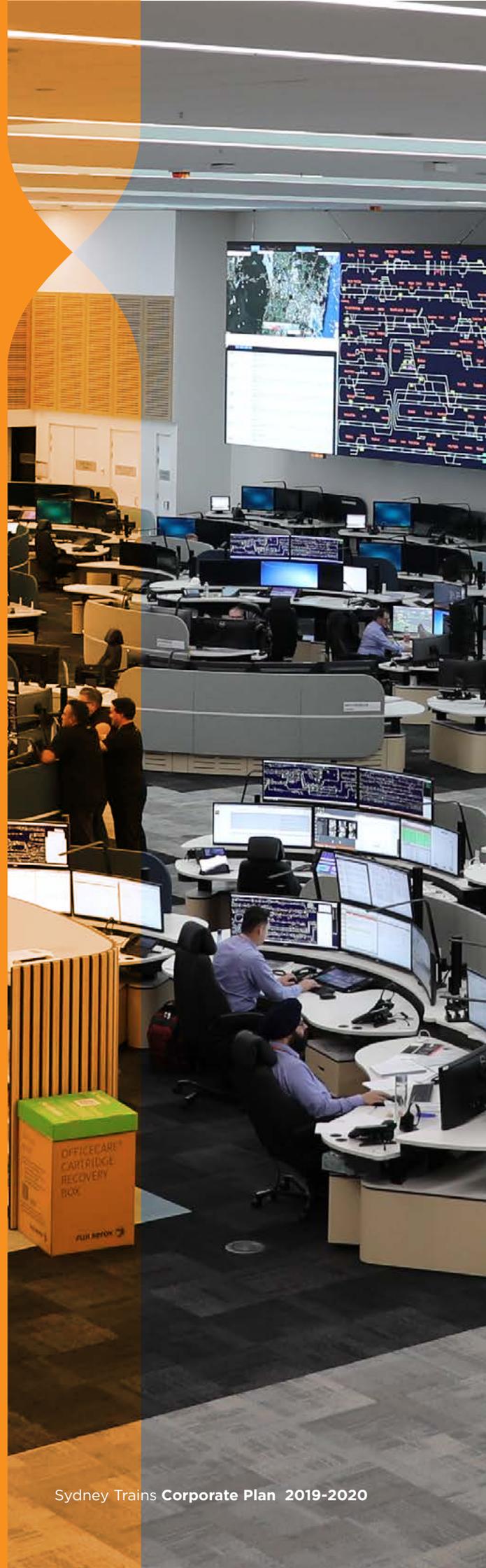
Measuring success

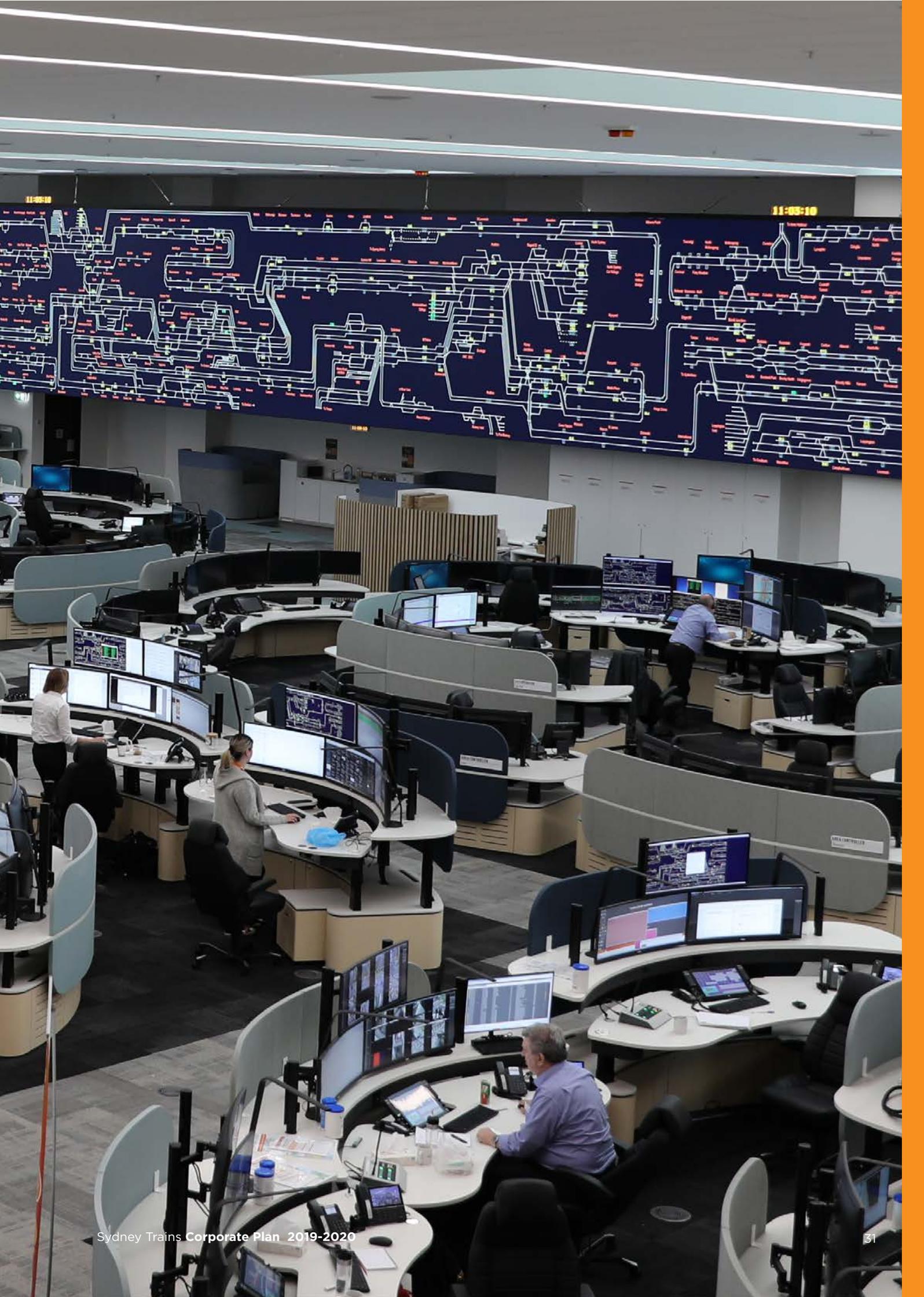
By delivering these initiatives Sydney Trains will achieve:

- A more diverse and inclusive workplace with increased representation of women and Aboriginal employees and employees with a disability
- Improved trends in staff survey results
- Reduction in recruitment timeframes
- Reduction in absenteeism.



Business





Business

To improve efficiencies across the business

In 2019/20, 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 in a period of significant 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.

During the year we will operationalise our Group Rail Services that will lead and manage the shared business functions of both Sydney Trains and NSW TrainLink. It will cover the following three business streams that are currently functions of separate directorates in the two transport operating agencies:

1. Finance and Business Services
2. Safety, Environment and Risk
3. People and Corporate Affairs

In 2019/2020 we will focus on:

- Operationalising Group Rail Services
- Cost-effective operation, while maintaining customer service levels to reduce government subsidy and the cost to taxpayers
- Strategic sourcing and delivery to expand resource availability and better control costs over time
- Improved revenue protection by Transport Officers and working with the Police Transport Command to reduce fare evasion
- Strategic and risk management practices which efficiently utilise resources through effective, integrated planning
- Digital workflow and continuing to streamline or remove inefficient processes
- Using a thorough and systematic approach to identifying and pursuing opportunities for efficiency improvements
- Collaborating with key partners including TfNSW
- Removing bureaucracy and improving 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.

- Single source of truth analytics
- Increase efficiency and agility of the workforce and define consistent collaboration outcomes

Key initiatives for 2019/2020:

- Integration of support functions to provide services to both Sydney Trains and NSW Trains
- Improve performance through benchmarking and identifying best practice across the rail industry and other sectors, both locally and internationally
- Building on the recent implementation of Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems, to further enhance processes, information and analytics, and asset management.

Measuring success

By delivering these initiatives Sydney Trains will:

- Meet operating and capital budgets
- Reduce the cost of operations per passenger journey.



Assets





Assets

To provide effective asset management 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, undertakes the maintenance of metropolitan rail infrastructure, rolling stock and stations, and delivers new assets.

In 2019/2020 we will focus on:

- Carrying out compliant, high quality routine network maintenance on all assets
- Contributing to a safe, reliable and efficient rail network
- 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 and efficient asset management
- Managing emergency response to ensure that impact on customer journeys are minimised
- Continuing to identify and remove redundant assets, reduce complexity and improve asset maintainability and quality
- Renewing assets to meet current and future network demand
- Embedding technologies to improve maintenance efficiency through automation, predictive analytics, field mobility and remote monitoring
- Continue modernising rail maintenance practices, by empowering our people, optimising technologies and maximising efficiencies
- Working collaboratively with Transport for NSW to:
 - deliver major projects including More Trains, More Services, Sydney Metro City & Southwest, Sydney Growth Trains and New Intercity Fleet;
 - transform Sydney Trains to align to the digital systems technology.

Key initiatives for 2019/2020

- Implement the Continuous Improvement Program for our Enterprise Asset Management system.
- Continue to mature our asset management practices in accordance to our AS ISO55001: 2014 Asset Management System enabling effective and efficient asset stewardship.
- Align the engineering and maintenance business to support future fleet procurements such as the New Intercity Fleet and Sydney Growth Trains.
- Focus on developing and investing in emerging technologies to be at the forefront of asset maintenance practices.
- Focus on building a flexible and agile workforce, enabling effective maintenance practices through continued use of maintenance technologies.
- Develop long term integrated work programs to drive business efficiency and effectiveness.
- Ensuring readiness of our assets to support future timetables that will increase service capacity on the network.

Measuring success

By delivering these initiatives Sydney Trains will achieve:

- Improved network and people safety incidents
- Reduced customer delays from asset-related incidents
- Delivery of the effective assets stewardship
- Improved reliability and availability of assets
- Improved network access planning to minimise the impact on our customers.



Environment and community





Environment and the community

Sustainably connecting our communities. To implement our environment and sustainability strategy and deliver a more effective approach to community engagement

In 2018-19 a new Environmental Sustainability Strategy was developed for Sydney Trains 2023. We have identified priority areas that underpin the delivery of our vision of an environmentally sustainable railway. For each priority area, a number of strategic objectives have been developed to drive improvements in environmental and sustainability management and performance.

In 2019/2020 we will focus on:

- **Energy and Carbon**

Improving energy management systems and processes: including baselining, measurement and monitoring, targets (incorporation of the TfNSW Energy Futures Strategy targets), key performance indicators, governance and reporting, accountability, communication and awareness and continual improvement.

Addressing energy efficiency and carbon abatement opportunities: analysing data and operational factors, identifying opportunities, undertaking detailed assessments, making business decisions, implementing energy efficiency and carbon abatement projects and tracking improvement.

- **Noise**

Continue working collaboratively with our partners across the transport cluster to identify practical and sustainable ways to reduce the impact of noise on the community, our staff and our customers.

- **Biodiversity**

Developing long term plans for vegetation management and embedding biodiversity enhancement into maintenance activities; Provide easily accessible information on biodiversity assets and management.

- **Climate change**

Embedding environmental and sustainability management, including climate change risk, in all business planning and operational and maintenance activities.

- **Heritage**

Heritage management is integral to many parts of Sydney Trains operations - from maintaining our historic assets as part of the operational network, through to improving the customer experience by sharing and interpreting our heritage places. Adaptive reuse of non-operational assets also contributes to our sustainability goals.

- **Community**

A key outcome of Transport for NSW's Future Transport Strategy is providing successful places. The liveability, amenity and economic success of communities and places are enhanced by transport. Sydney Trains provides an important input into performance improvement and future strategy development. Continuing to improve liveability and customer experience with Sydney Trains places.

Measuring success

By delivering these initiatives Sydney Trains will:

- Reduce impact from rail noise on our stakeholders
- Protect and enhance the environment
- Improve our ability to measure our energy use while improving efficiency and reducing costs
- Improve our adaptation to the impacts of climate change on the network and our operations
- Improve management and conservation of our heritage assets (fixed and movable)
- Strengthen our relationships with the communities in which we operate.



New concourse entrance

