NSW Trains

Annual Report

Volume 1 • 2019–20

NSW GOVERNMENT

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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 2020.

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
Chief Executive
NSW Trains

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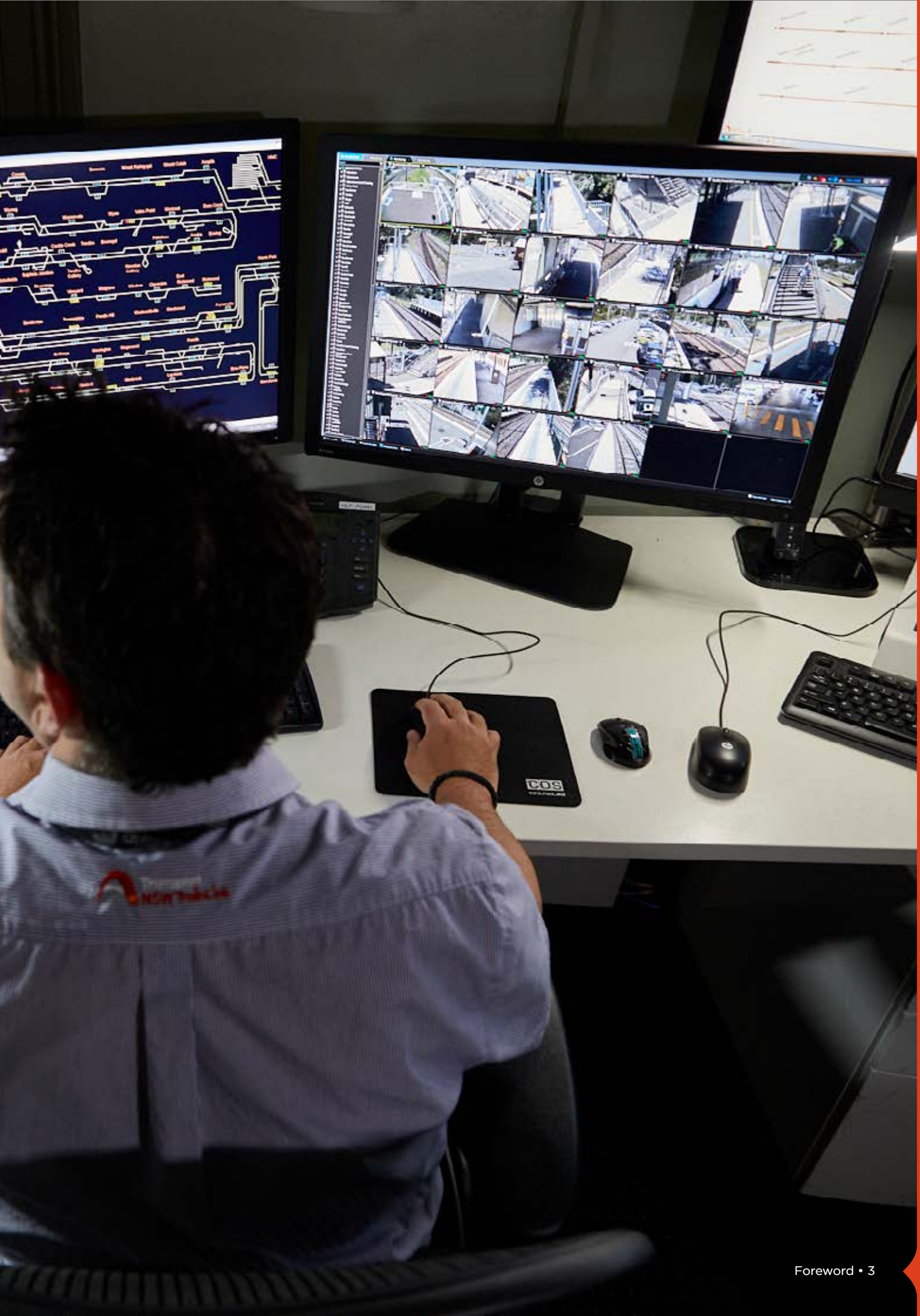
Transport
W TrainLink
your
ticket

Foreword



From the Chief Executive

This last year has been very challenging for us all. Ongoing severe drought conditions, catastrophic bushfires, flooding and the COVID–19 pandemic have all significantly impacted the lives of New South Wales residents as well as everyone in NSW Trains.

Our team has worked tirelessly through these events to provide a service to our customers and communities in extremely challenging and variable conditions. I thank everyone in NSW Trains for their continued hard work, dedication and commitment to the people of regional and outer metropolitan NSW.

In February, we were devastated by the derailment of a Melbourne XPT train service at Wallan which claimed the life of our driver John Kennedy and his Australian Rail Track Corporation (ARTC) pilot. The incident also caused multiple customer injuries and is the subject of external investigations, with which NSW Trains continues to cooperate.

This incident deeply affected our team but, as always, they worked diligently in the weeks that followed to support the customers that had been onboard and provide travellers to Melbourne with a service while the line remained closed.

On 1 July 2019, NSW Trains moved into the Regional and Outer Metropolitan Division as part of Transport for NSW's Evolving Transport Program. This has allowed NSW Trains to develop closer working relationships with agencies across the Transport cluster ensuring better outcomes for customers and communities in NSW. In particular, it has helped us better recognise the opportunities to deliver more integrated services across different transport modes to connect our communities.

During the year, testing of our new fleet of intercity trains began on the network. The new trains will be introduced progressively with the first revenue service to begin once the rigorous testing is complete, providing an improved standard of safety, comfort and reliability for our customers. Work continues on the delivery of the new regional fleet of trains, which will use bi–mode technology, significantly reducing carbon emissions and diesel pollution.

I thank our dedicated team and partners for helping us deliver rail and coach services for our customer and communities in what has been a challenging year.

Pete Allaway
Chief Executive
NSW Trains

30 October 2020

Overview

2

About NSW Trains

NSW Trains was established on 1 July 2013 under the *Transport Administration Act 1988* to focus on delivering services to customers travelling longer distances. NSW Trains sits within the Regional and Outer Metropolitan Division of Transport for NSW (TfNSW) and trades as NSW TrainLink.

NSW Trains provides rail and coach services across NSW and into Victoria, Queensland and the Australian Capital Territory. It also provides services to commuters across the Blue Mountains, Newcastle and the Hunter, and Wollongong and Bomaderry.

Our services connect customers with major cities and regional centres, providing access to medical, educational and leisure services, as well as shopping, relatives and friends.

NSW Trains is guided by the NSW Government's State Priorities, TfNSW's strategic priorities and Future Transport 2056. It is also aligned to the TfNSW 10 Year Blueprint which points to the sort of organisation NSW Trains should be.

NSW Trains has more than 2100 employees located across the state and many of our employees live in the regional communities that we serve.

Our purpose

To connect people and communities throughout NSW.

Our partners

NSW Trains partners with Transport for NSW, Sydney Trains, the Australian Rail Track Corporation, John Holland Rail, 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

3094 weekly intercity train services

176 weekly regional train services

532 weekly coach services

+ 104 hub and spoke trial coach services

361 kilometres average passenger journey

417 destinations

reached by NSW TrainLink train and coach services

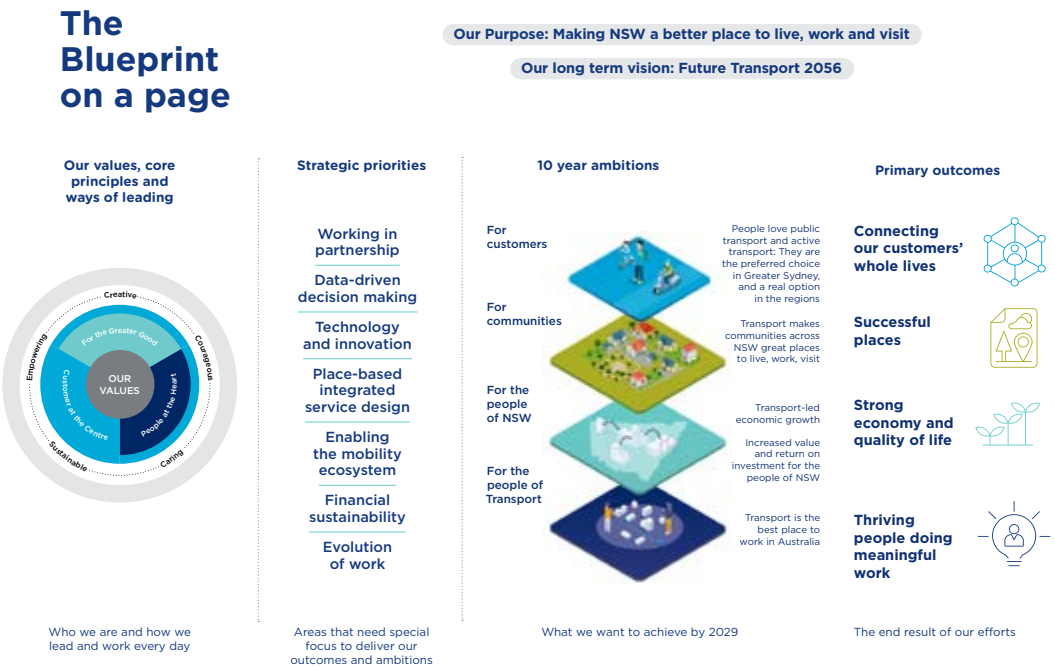
5892 kilometre network

using ARTC, John Holland, V/Line, Queensland Rail and Sydney Metropolitan networks

32.6 million passenger journeys

- 1.4 million journeys on regional trains and coaches
- 31.2 million intercity train journeys

The TfNSW Blueprint



Our business planning is guided by the TfNSW Blueprint that sets out where we need to focus our efforts in the near term to move us towards our long-term vision outlined in Future Transport 2056.

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:

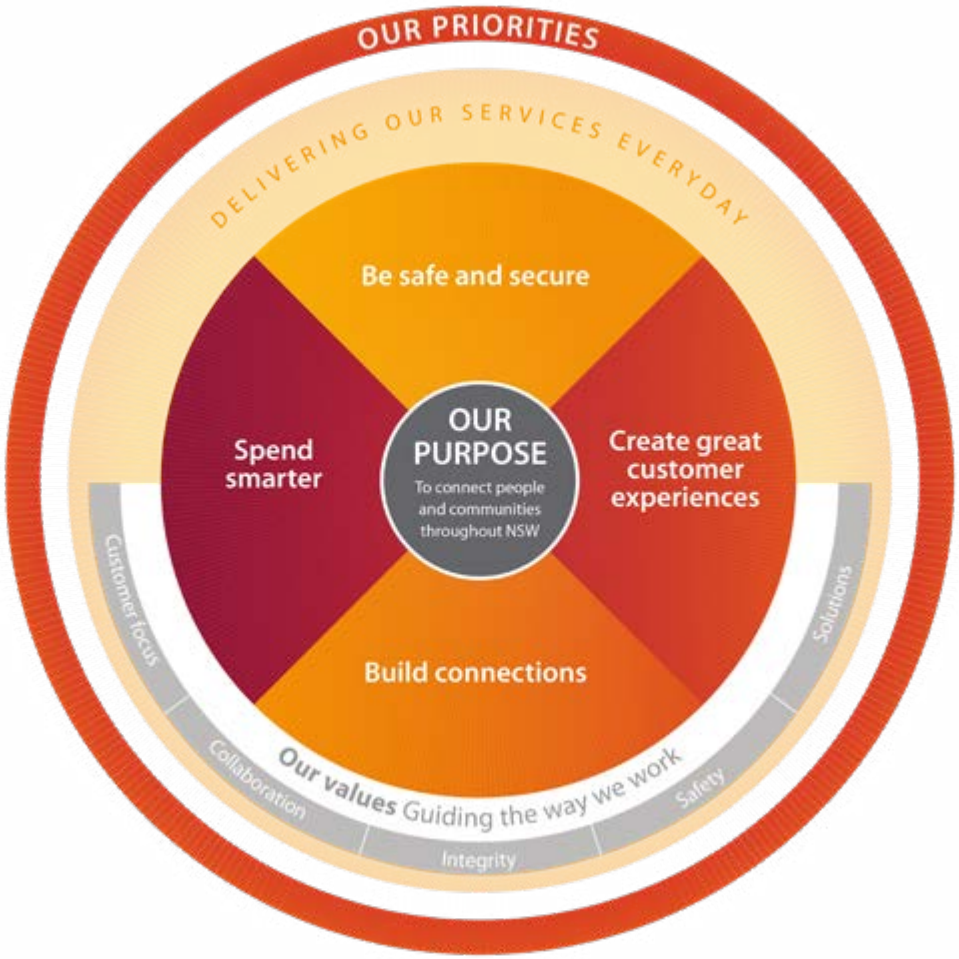
- **Increase customer and community value** through better journeys, smoother, faster and more reliable services.
- **Stimulate regional growth** by optimising the network and connecting more communities.
- **Partner to provide services** by ensuring an integrated regional transport system to provide 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

We have identified four key priority areas to focus on every day. These priority areas are:

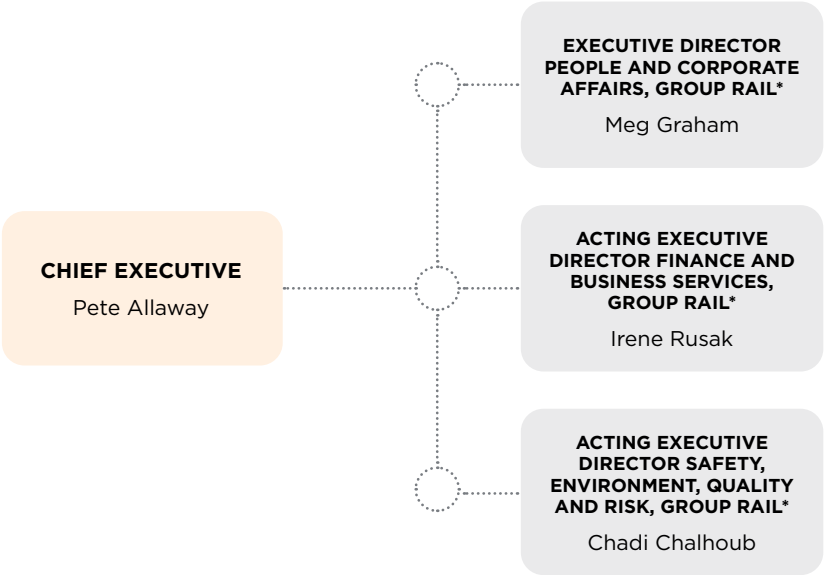
- **Be safe and secure**
  Instil confidence in the safety of our services among our customers, employees and community.
- **Create great customer experiences**
  Raise patronage through improved services and better customer experiences.
- **Build connections**
  Increase trust and relevance in the community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

This Annual Report provides a summary of our performance in these four focus areas.



Platform 1
Emergency
Help Point

Our executive team



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

Our leadership team

CHIEF EXECUTIVE
Pete Allaway

CHIEF OPERATING OFFICER
Dale Merrick

DIRECTOR NORTH AND CENTRAL REGION
Brad Dixon

DIRECTOR SOUTH AND WEST REGION
Michael Dorrian

DIRECTOR NETWORK SERVICES
George Peters

DIRECTOR SAFETY, ENVIRONMENT, QUALITY AND RISK
Hani Barham

DIRECTOR SERVICE DESIGN
Candice Heine

DIRECTOR TRANSFORMATION
Jasmin Streimer

DIRECTOR STRATEGIC BUSINESS PROGRAMS
Fred Dangar

DIRECTOR BUSINESS STRATEGY AND PERFORMANCE
Penelope Wood

HEAD OF COMMUNICATIONS
Jenny Symes

ASSOCIATE DIRECTOR FINANCE AND BUSINESS PARTNERING
George Anderson

DIRECTOR PEOPLE AND CHANGE
Julie-Anne Tooth

Be safe and secure

3
Intercity
V
5

Our performance

An unusual and difficult year exposed NSW Trains to higher levels of safety risks associated with force majeure events. Our team's resilience was constantly tested by unpredicted devastating events during the reporting period.

Catastrophic bushfires raged through NSW from September 2019, followed by a period of significant rainfall, causing a landslip on the Blue Mountains Line.

In February, we were devastated by the derailment of a Melbourne XPT service at Wallan, which claimed the life of our driver and his ARTC pilot. The incident also caused multiple customer injuries and is the subject of an Australian Transport Safety Bureau investigation.

Then, in March, the COVID–19 global pandemic made its way to Australia and has had an ongoing impact on the wellbeing of our employees. Our trains and coach services continued to operate throughout the pandemic to provide essential travel services.

Throughout these events, our team worked tirelessly to provide safe services to customers and NSW communities under what were, at times, extremely trying conditions.

A summary of the key health and safety–related statistics reported for the year is as follows:

- 385 employee injuries – approximately 17 per cent less than the 2018–19 financial year
- 198 customer injuries which was 25 more than last year
- 1532 trespass incidents, 512 fewer than last reporting period
- 153 level crossing incidents which was fewer than the previous year with 223 incidents reported
- 36 signal passed at danger (SPAD) incidents – six fewer than last financial year.

Employee safety

The key indicator for employee safety is the lost time injury frequency rate (LTIFR), a measure of the number of injuries resulting in time lost from work, per million hours worked.

There was an overall improvement of six per cent in the LTIFR in 2019–20 which was associated with a significant decline in physical injuries of 24 per cent.

	2018–19	2019–20	Change
LTIFR – Physical	32.43	24.59	–24%
LTIFR – Psychological	27.39	31.61	15%
LTIFR – Total	59.82	56.2	–6%

From September 2019, a series of initiatives were rolled out in an effort to reduce the LTIFR including:

- 5 Whys? Root cause training for line managers
- Re–enactment of injuries
- Job task analysis
- Lessons learned from major injuries
- Onsite physiotherapist pilot program at Newcastle
- Mental health first aid training
- 24/7 nurse triage program

While physical injuries were successfully reduced by the rollout of these initiatives, a stronger focus is needed to address the psychological health of NSW TrainLink employees over the next financial year.

Physical injuries

Employees reported 151 physical injuries during the 2019–20 financial year, 77 of those resulted in lost time injuries. Slips, trips and falls accounted for 39 worker compensation claims, followed by muscular–skeletal injuries with 28 claims.

Claims for muscular–skeletal injuries were reduced by more than half over 2018–19 figures and this is attributed to the success of the onsite physiotherapist initiative and the nurse triage service. This program saw a great uptake by staff significantly reducing muscular–skeletal injuries during the second half of the financial year.

Psychological injuries

A psychological injury at work is not the same as mental illness. It is harm caused by the work environment which leads to mental suffering that significantly impacts the ability of employees to function at work and at home.

Our employees reported 234 psychological injuries during the reporting period, 99 of those resulted in lost time injuries. The highest number of worker compensation claims were caused by exposure to traumatic events and other mental stress factors.

Trauma claims	
Exposure to traumatic event	26
Other mental stress factors (near miss)	17
Other harassment	7
Workplace bullying	5
Work pressure	
Total	**58**

Over the year we continued to provide as much support as possible to frontline staff after exposure to traumatic events. This included 'Coping with Trauma' training for frontline employees and 'Support After Trauma' training for frontline managers.

We also have a comprehensive Critical Incident Support procedure which provides a framework for provision of support after a critical incident. This framework includes access to external trauma clinicians after an incident, critical incident leave, and recovery at work options for employees; as well as an extensive peer support and mental health first aid networks for employees to check in with their peers.

In addition, we run events supporting R U OK? Day and Rail R U OK? Day, and provide a free and confidential Employee Assistance Program delivered by qualified clinicians and available to all employees.

Mental health first aid training program

To address risks causing trauma in the workplace and the high number of psychological injuries, we introduced Transport's successful 'Mental Health First Aid' training program. Forty–eight employees completed the training and were certified as Mental Health First Aiders. The employees were trained to recognise the signs of stress, identify short–term/ongoing mental health conditions and provide support to fellow members of the team in an appropriate and sensitive manner.

The Mental Health First Aiders focus on prevention and early intervention; they also work to raise awareness of mental health issues. Any conversations they have with members of the team are protected under a privacy and confidentiality agreement.

Health and wellbeing

The Health and Wellbeing Program seeks to influence the behaviour of our team both inside and outside the work environment, and aims to improve their physical and psychological wellbeing.

The program, run and managed by the Health Services Team supporting both NSW Trains and Sydney Trains, provides a variety of programs and initiatives focusing on promoting a healthy, engaged and safe workforce. These initiatives are aligned to the pillars of physical health, mental health and general health.

Customer safety

There were 198 customer injuries reported during the financial year, which is approximately 15 per cent higher than in the 2018–19 financial year.

Fifty–two customer injuries, equivalent to 26 per cent of all customer injuries over the reporting period, were caused by the derailment of an XPT train at Wallan in February 2020.

Fifty–four per cent of all customer injuries were associated with 'slips, trips and falls'. The busier stations across the network (Central, Maitland, Newcastle Interchange and Gosford) consistently record the majority of these incidents.

Customer education on safe practices in and around stations and the rail corridor remained a focus during the year.

We took part in Rail Safety Week, the annual TrackSAFE initiative, aiming to improve education for our customers, communities and staff around the need to be safe and act responsibly on, and around, the rail network.

This year Rail Safety Week was held on 12–18 August and focused on two themes:

- 'Everyday safety focus'
- 'Psychological impacts of traumatic events'.

The 'Everyday safety focus' theme raised customer awareness of the need to mind the gap, maintain three points of contact, and pay attention on platforms and around level crossings, while also outlining the risks of failing to do so.

We also aimed to heighten general public awareness of the psychological impacts that traumatic events caused by trespass on the railway tracks and at level crossings have on our train crew.

Staff engaged with customers at key locations within the intercity and regional network, running events and handing out safety tips and information. Social media posts highlighted our Rail Safety Week themes and focused on making sure our customers stay safe on our services. Customers were also made aware of how their behaviour can risk the mental wellbeing of our staff.

Teams, individuals and local communities pledged to make safety a focus everyday.

Community safety and security

This year, security incidents were closely monitored and analysed by the Security and Emergency Preparedness team which was established in January 2019. Analysis was conducted on security incident reports recorded by the Sydney Trains Security Control Centre, as well as those reported by staff through our First Priority system.

The total number of recorded security incidents for the year was 7392. This is a 14 per cent reduction on the previous year. The reduction may be partly attributable to lower patronage levels due to the ongoing COVID–19 pandemic.

The majority of incidents (47 per cent) were related to property offences such as trespass, vandalism and theft. The second most common type of security incident (44 per cent) involved anti–social behaviour such as intoxication, loitering and harassment.

Across all incident types, the South Coast area recorded the highest number of security incidents (1558), followed by the Central Coast area (1347). However, Hamilton Station (within the Newcastle area) was the location with the most recorded security incidents after Central Station.

The Security and Emergency Preparedness team continued to work closely with the Police Transport and Public Safety Command, as well as other emergency services, to reduce security incidents and improve incident response across the NSW Trains network.

A customer uses the customer help point at Bathurst Station.

Rail trespass

Trespass is a high-frequency indirect risk to NSW Trains' operations; however, from a safety risk exposure perspective, it represents our most significant risk.

There were six incidents of people being 'struck by train in rail corridor' resulting in fatalities. Three of these were self-harm incidents at stations.

There were 1511 trespass incidents across the area operated by NSW Trains reported in 2019–20, which is 26 per cent less than the previous financial year. Fifty per cent of these incidents were associated with 'person in path of rail vehicle at station' which included three fatalities. Another 31 per cent were associated with 'person in path of rail vehicle in rail corridor' which also included the three self-harm incidents.

The area around Coalcliff and Telarah stations had the highest incidence of trespass across our network.

Initiatives taken over the reporting period to address trespass within the rail corridor included:

- The Rail Community Outreach Program – piloted at Wollongong and Bargo – a proactive, evidence-based approach focused on long-term impact, which aims to reduce the incidence of trespass and suicide on the rail network and the impact on our team.
- Discussions with Wollongong City Council to address trespassing at Clifton/Scarborough, where trespassers access the rail corridor to view the Seacliff Bridge.

Level crossings

NSW Trains is a rolling stock operator only and does not own or maintain level crossings; however, incidents at level crossings can have a significant impact on our train crew.

We work constructively with rail infrastructure managers to address risks and increase safety at level crossings across NSW.

There were 153 level crossing incidents reported in 2019–20, which is 31 per cent less than the last financial year. No fatalities resulted from incidents at level crossings during the year.

Level crossings at Beaumont Street – Hamilton, Park Road – Woonona and a pedestrian level crossing at Albion Park recorded the highest number of violations of level crossing protocols during 2019–20 financial year.

We participated in a range of initiatives in 2019–20 to support safer level crossings. These included:

- participation in local regional field days and community engagement events to raise awareness of safety at level crossings
- improvements to Galls Lane passive level crossing at Berry in July 2019, engaging with Sydney Trains to undertake the improvement works
- engagement with Sydney Trains to plan improvements at the School Parade active level crossing at Clifton, including improved line marking and signage
- level crossing visits in the West and interaction with road vehicle drivers to raise awareness around level crossing safety risks
- increased engagement with regional train drivers to provide ongoing psychological support
- raising safety awareness at level crossings during the Rail Safety Week for three consecutive years.

An Oscar train on its way to Central Station.

Breaches

There was a reduction in the number of SPAD incidents during the reporting period. Thirty-six SPADs were reported in 2019–20, which is six fewer than the last financial year. The majority of SPADs were minor in nature, although four were of a significant severity. While the downward trend for SPADs is positive, there is still a lot of work to be done.

Initiatives taken to reduce SPADs during 2019–20 included:

- continued work with the Sydney Trains SPAD Working Group to share learnings and implement mitigation solutions within the Sydney Trains network
- participation at the Rail Industry Safety and Standards Board SPAD Working Group to gain a greater understanding of SPAD mitigation techniques across the industry
- improved visibility of SPAD incidents and root causes to the executive team. SPAD reporting and analysis is presented as a monthly standing agenda item at the NSW TrainLink Operational Meeting
- raising awareness by communicating SPAD details and lessons learnt to drivers through a quarterly SPAD publication.

The recorded incidence of 'Other Operational Safety Breaches' including 'Fail to Stop', 'Overshoots' and 'Over carries' was six per cent higher than the incidence recorded during the previous financial year.

Connecting our customers' whole lives

COVID–19

Our aim is to ensure every customer enjoys safe travel across a high–performing efficient network.

This was no more evident than when the COVID–19 pandemic arrived in Australia in March. The pandemic, and the NSW Government's response in seeking to minimise the spread of the virus, meant significant changes to the way we operated our services as various restrictions, including on travel, were put in place.

As many organisations encouraged their staff to work from home and non–essential travel to regional parts of the state was discouraged, there was a significant reduction in the number of customers travelling on regional services.

We continued to run our intercity services to the published timetable, which enabled successful social distancing. Green 'Sit Here' and 'Stand Here' stickers were introduced on intercity train services. Customers were encouraged to only sit and stand where these stickers were located to maintain physical distancing.

Regional booked train and coach services also operated to the published timetable, although with restrictions placed on the number of customers able to book any particular service. The reservation system was amended to only allocate seats that were physically isolated in line with NSW Health guidelines.

We implemented additional cleans across the network in line with NSW Health requirements. All touch points were sanitised throughout our regional trains, after every service. Intercity trains also underwent additional cleaning, including disinfecting touch points in the depots so those needing to undertake essential travel could safely do so.

Disinfecting touch points in NSW TrainLink's Oscar intercity trains.

Safety improvement programs

SafeLink

During the year, NSW Trains developed a safety strategy and plan, SafeLink. This represents our commitment to safety, one of our core values.

SafeLink will be delivered over three years using a multi–disciplined approach across 15 focus areas. The Safety, Environment, Quality and Risk (SEQR) team identified the following five focus areas as priorities for 2020:

1. Social obligation and environmental sustainability
2. Safety culture
3. Incident/injury reporting
4. Risk management
5. Health and wellbeing of our team

Quarterly milestones have been determined and progress against these milestones is monitored and reported monthly to the NSW TrainLink Strategic Management team.

Automatic Train Protection (ATP)

ATP is an initiative which provides additional safety benefits and more reliable services by ensuring trains operate within the permitted speed limit. Since installation on initial customer services in March 2019, the ATP network has increased significantly in size, providing additional safety benefits across the areas where we operate the Oscar fleet of trains. Over the reporting period, the network has been extended to cover Newcastle Interchange to Warnervale and Point Clare to Cowan. Central Intercity, Gosford and Newcastle drivers are qualified to operate the onboard system.

Network testing commenced between Kogarah and Kiama/Port Kembla in June 2020. Training has started for Wollongong drivers and Standards Officers.

Network integration testing for ATP – Standards Officer Glen Sorbello, Drivers Robert Marczan and Greg Ball and Trainer Guard Ian Sey with the ATP Project Engineers

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.

We aim to protect and enhance the natural environment by reducing our direct environmental impact; maximise the positive impact of our actions at local and national level through communication, collaboration and partnership; and create a culture where our employees are empowered and supported in improving our personal and organisational environmental sustainability practices.

During 2019–20 NSW Trains continued to embed its three long–term goals:

1. Excellence in operational sustainability
2. Introduction of the Rail Operators Environment Protection Licence
3. Excellence in environmental awareness.

To work towards these goals in 2019–20, we implemented the following programs.

- We conducted a health check of our stations to improve recycling and diversion of waste from landfill.
- In partnership with Sydney Trains, we launched a 'Recycling Matters' program to improve waste management and increase recycling rates as we work towards a target of 75 per cent of waste being diverted from landfill.
- Tools and resources were made available electronically for our leaders and our team, including an environmental awareness video, green guides, e–learning and access to specific program information or portals.
- We introduced travel mugs onboard regional train services and commenced the phase–out of plastic cutlery on all regional train services.
- Following the removal of all plastic straws from regional train services in 2018–19, paper straws were also successfully removed from all regional train services.

Create great customer experiences

Our performance

Devastating bushfires, floods and other weather events severely impacted our intercity and regional train and coach services over the summer months. Then, as repairs to the damaged infrastructure were being completed, the COVID–19 pandemic arrived in Australia.

To minimise the spread of the virus, travel restrictions were put in place, and NSW residents were encouraged not to travel unless for essential purposes. Full service levels were retained during this period with reduced capacity introduced to maintain social distancing. Cleaning was ramped up to ensure that essential workers, school children and others needing to travel could do so safely.

The force majeure events, particularly in the first half of the year, as well as the global pandemic had a significant impact on the performance and patronage levels of our train and coach services.

- Intercity punctuality peak performance was below target at 86.2 per cent and was lower than the same period last year, which was 88.9 per cent.
- Intercity 24–hour punctuality was just below target measuring 91.2 per cent, which was just below last year's measure of 92 per cent.
- Punctuality for regional train services of 76.2 per cent against a target of 78 per cent, was lower than last year's result of 79 per cent.
- Consistent above–target performance for regional coach punctuality of 92.5 per cent, against a target of 92 per cent, was slightly lower than last year's result of 93.9 per cent.
- Customer satisfaction with NSW TrainLink's intercity services was 90 per cent, slightly higher than last years result.

Overall patronage was down 24.4 per cent to 32.6 million over 2018–19. There were 31.2 million passenger journeys on intercity services down from 41.3 million in 2018-19. Regional patronage was down 22.2 per cent on 2018–19 from 1.8 million to 1.4 million passenger journeys.

Bushfires encroach on Mount Victoria stabling yard

Punctuality

Line closures

Services were impacted by a high number of line closures and infrastructure damage during the reporting period.

Bushfire and then flood damage impacted the punctuality of our services going west. The fires caused major damage to 25 kilometres of rail from 20–23 December 2019 between Mount Victoria and Lithgow. Less than a month later, on 21 January 2020, a temporary signalling system allowed the first diesel service to run to Western NSW at reduced speed, with all diesel services able to resume from 7 April. Electric intercity services started running between Mount Victoria and Lithgow again from 23 May. Coaches replaced our train services until they were able to resume.

Flooding caused a land slip near Leura, which washed out a section of track. The line from Springwood to Mount Victoria was closed from 9 February to 2 March, while repairs were completed, impacting both our regional and intercity services.

Bushfires also caused disruption to our services at Rappville in Northern NSW as well as on the Northern Tablelands, Southern Highlands, Illawarra and South Coast areas. These fires temporarily closed rail lines and suspended our coach services.

Punctuality reporting

Intercity train services are measured to a punctuality performance measure of 92 per cent of services arriving within six minutes.

Intercity services are determined to be punctual when arriving at their final destination within six minutes of the scheduled arrival time. Services which skip stops, start or stop short, are diverted or cancelled are not punctual.

Peak hour services are those services arriving at Central Station between 6:00am and 10:00am and departing Central Station between 3:00pm and 7:00pm from Monday to Friday.

Punctuality of regional train services is monitored on all regional lines in NSW.

Services are measured for reliability at their final destination and are determined to be on time if they arrive within 10 minutes of the timetabled arrival time.

Punctuality – Intercity (peak)

In addition to the force majeure incidents previously mentioned, intercity peak services were also impacted by network infrastructure and rolling stock issues.

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

	AM	PM	Combined
All	89.3	83.0	86.2
West Diesel	84.8	69.3	75.3
West Electric	88.7	80.1	84.4
North Electric	86.5	82.8	84.7
South Electric	95.3	88.3	92.1
Southern Highlands	n/a	91.4	91.4

≥92% 87–91.99% ≤86.99%

After the fire. The bushfires across the Blue Mountains in December caused significant damage to track infrastructure, closing the section of track between Mount Victoria and Lithgow. Diesel trains returned to service first with electric trains returning by late May.

Punctuality – Intercity (24 hour)

Train services on the Blue Mountains, Central Coast and Newcastle, and Southern Highlands lines were below target, with the main causes of the delays attributed to network infrastructure and rolling stock issues.

24 hour intercity punctuality overall did not reach the target of 92 per cent despite exceeding the target on three lines.

All	91.2
West Diesel	84.8
West Electric	86.7
Hunter Diesel	93.2
North Electric	88.8
South Coast Diesel	95.3
South Coast Electric	94.1
Southern Highlands Diesel	90.7

≥92% 87–91.99% ≤86.99%

Punctuality – Regional rail

Infrastructure, speed restrictions and rolling stock issues were the main reasons for poor regional train performance across the network. Bushfires and severe weather conditions also had a major impact on punctuality over the second and third quarters of the reporting period.

Infrastructure issues and temporary speed restrictions continued to impact Melbourne train services this year, particularly in the ARTC Victorian network. Continued trespass and copper wire theft in the ARTC network also affected our ability to meet the punctuality target for regional train services.

Regional rail services overall did not meet the target of 78 per cent punctuality for the financial year despite exceeding the target on five lines.

All	76.2
Armidale	79.6
Brisbane	66.6
Broken Hill	85.6
Canberra	90.9
Casino	71.1
Dubbo	75.3
Grafton	86.3
Griffith	93.6
Melbourne	49.2
Moree	85.6

≥78% 73–77.99% ≤72.99%

Punctuality – Regional coach

Regional coach services provided reliable customer service for the 2019–20 year, despite road closures and other issues associated with the bushfires in the second and third quarters of the reporting period. All regions exceeded the target of 90 per cent with an overall result of 92.5 per cent.

Regional coach services performed above the target of 90 per cent across all regions.

All	92.5
North	91.4
North West	91.9
South	91.5
West	94.1

≥90% ≤89.99%

Customer feedback

Customer engagement (via 131 500) decreased over the year, due to the low numbers of people travelling from April to June as a result of the COVID–19 travel restrictions.

NSW Trains received 9304 items of feedback (letter, phone and web) during the reporting period of which 812 were compliments. In addition, there were 24,898 interactions via Twitter.

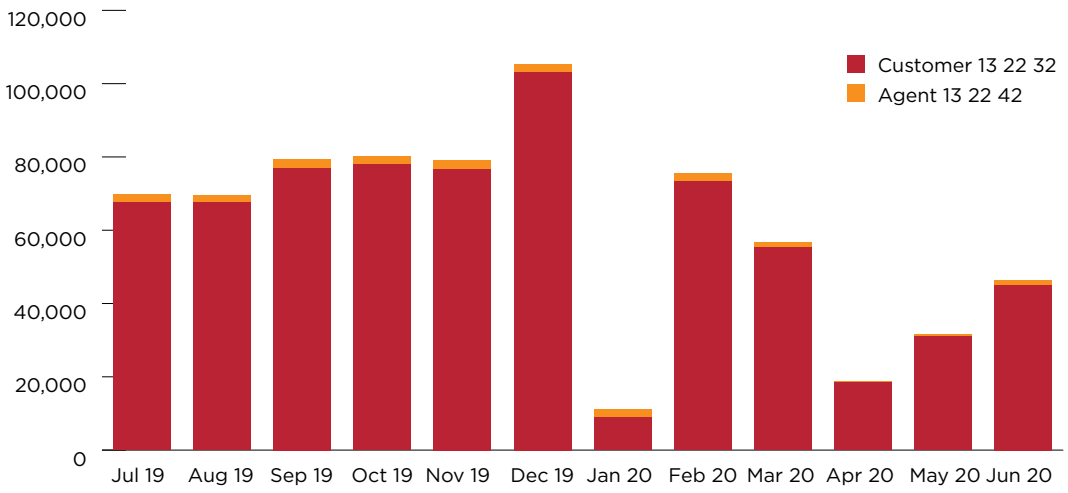
	FY 18/19	FY 19/20
Total	**11,295**	**9,304**
Complaint	7,137	5,730
Compliments	1,040	812
Enquiry	1,925	1,853
Feedback	1,193	909

Data Source: Twitter	FY 18/19	FY 19/20
Total	**22,925**	**24,898**
@TrainLinkWest	5,908	6,505
@TrainLinkNorth	10,864	11,607
@TrainLinkSouth	6,153	6,786

Phone contact

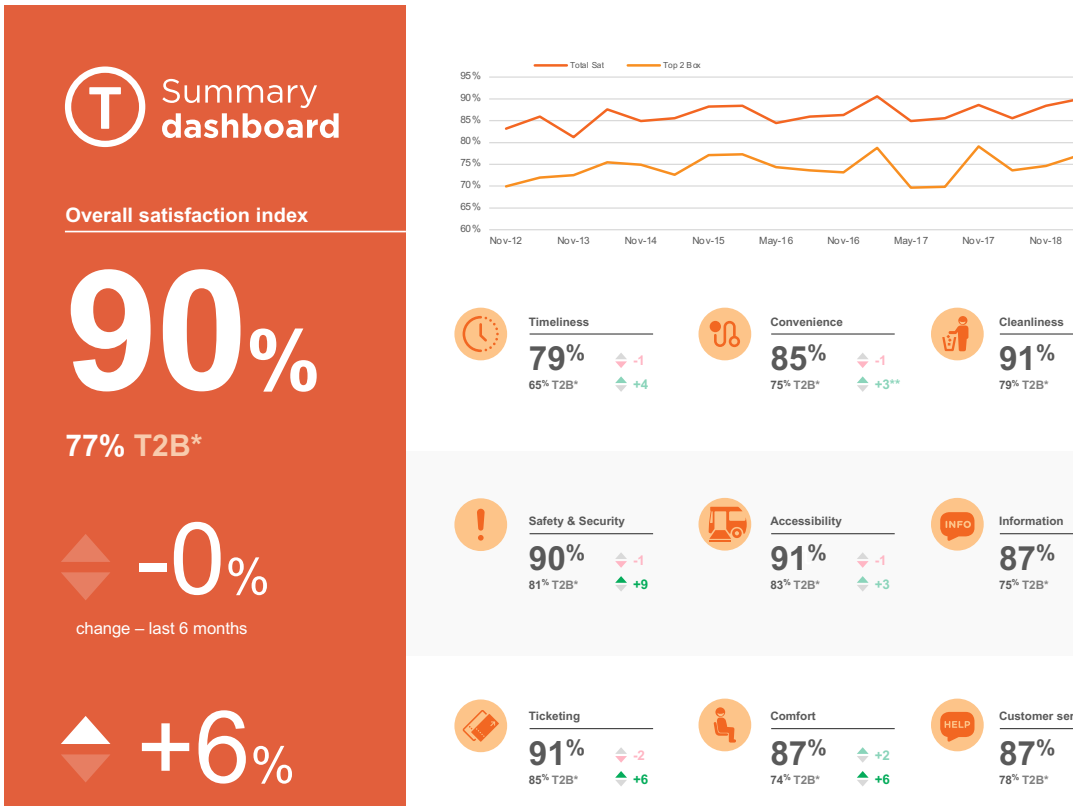
Two telephone numbers are available for customers inquiring about our regional train and coach services, 13 22 32 for use by customers directly and 13 22 42 for accredited agents. Over the reporting period 803,066 calls were received to these numbers with the large majority of these made to 13 22 32. Customers are able to book services, modify bookings, ask questions about services and listen to the recorded arrival and departure times for regional services through these numbers. Call volumes dropped significantly in the later part of the year due to COVID–19 travel restrictions.

Calls to the NSW TrainLink contact numbers



Customer satisfaction

Customer satisfaction with NSW TrainLink intercity services was 90 per cent in November 2019, up one per cent from November 2018. The most noticeable increase has been in the areas of cleanliness, safety and security, and customer service and ticketing.



New services

This year we introduced three new rail and one new coach service to better connect regional communities including:

- a second daily Bathurst to Sydney return service on 16 September
- a second weekly Griffith to Sydney return service on 19 September
- one additional weekly Hunter Line service on 24 May
- two new train services introduced between Singleton and Newcastle on 5 January.

We also introduced a new five-day a week bus service to connect Oberon with the Bathurst Bullet at Tarana on 1 June. The service replaced the connection from Oberon to Mount Victoria. We were able to utilise seats on an existing bus service to achieve this connection. As well as providing savings for NSW tax payers, customers were able to save money on their ticket price.

Coach trials

We worked with TfNSW to develop trial coach services in line with Future Transport 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, we 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.

Strong economy and quality of life

Trial coach services

Public transport is an enabler for economic growth in regional communities.

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.

Following community engagement around proposed trial coach services, a number of services were launched, extended, cancelled or converted to permanent services during the period. Prior to, or during, the course of the trials, feedback on the services was sought from customers onboard and from the wider community via a survey.

Six new coach trials started during the year:

- Moree to Walgett
- Anglers Reach to Cooma
- Bigga to Goulburn
- Delegate to Nimmitabel
- Goodooga to Dubbo
- Ben Lomond to Armidale

A further six trials were extended during the reporting period:

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

Two previous trial services were converted to permanent timetabled services:

- Tamworth to Dubbo
- Tamworth to Port Macquarie

One trial – the Central West service (Bathurst to Dubbo, Dubbo to Orange via Parkes) – was cancelled during the reporting period due to low patronage.

In addition to the trial coach services, NSW TrainLink operates a number of regional coach services across the state.

New Intercity Fleet

We have been making great progress in preparing our business and people for the introduction of our New Intercity Fleet (NIF) and have achieved several significant milestones this past year.

First NIF trains arrival and testing: In December 2019, the first two 10–carriage trains arrived in Australia, with an additional two NIF trains arriving in mid–2020. Since their arrival the trains have undergone extensive testing to ensure all regulatory safety standards and assurances are met.

New operating model: The introduction of the NIF provides the opportunity to deliver an enhanced service to our customers. The new operating model features an on board Customer Service Guard who will provide customer service across all carriages and provide assistance with boarding and alighting.

Independent review of the operating model: During the reporting period international safety consultants Metcalfe Rail Safety reviewed the NIF operating model and compared its safety to our current intercity operations and against train operations around the world.

This review found the NSW Trains operating model is safe; safer than the current train fleet operating conditions for guards when they are monitoring the platform train interface and safer than the methods used by the international train operating community.

Asset management: An Asset Management team was established in the Regional and Outer Metropolitan Division, which will have oversight of the maintenance of our NIF fleet with staff based at the Kangy Angy maintenance facility. This will give us a greater involvement in maintenance of the trains than we do now.

Consultation with key stakeholders: Throughout our preparations we have consulted with our team, the Rail, Tram and Bus Union (RTBU), health and safety representatives, and other stakeholders.

Getting our people ready: Getting our people ready to operate the new fleet has been a key focus. At the end of June we took possession of two state–of–the–art training simulators. The simulators have been purpose–built to train our crews in the NIF's new technology, which includes CCTV and automatic selective door operations.

The simulators will revolutionise the way we train our intercity team, offering them a customised learning environment based on their respective parts of the network.

Enabling works: To support the NIF, TfNSW is modifying and upgrading parts of the network. These works include construction of a new purpose–built maintenance facility at Kangy Angy to service and maintain the new fleet and modifications to the Blue Mountains Line to enable the new trains to service customers all the way to Lithgow.

A train from the new intercity fleet during testing.

Station improvements

Station brickwork repointing improvements were delivered to preserve our stations and improve our customers' experience. Installations of tactile indicators also increased accessibility for our customers in need.

Station improvements in the 2019–20 financial year included:

- **Warrimoo Station** – installation of platform tactile indicators
- **Kiama Station** – repointing brickwork of platform buildings
- **Valley Heights Station** – repointing brickwork of platform buildings.

Successful places

Regional Rail Project

The liveability, amenity and economic success of communities is enhanced by transport. The Regional Rail Project will deliver employment and help create better customer experiences, connect communities across the State and support regional growth.

Regional Rail is a $1.26 billion NSW Government project committed to replacing the ageing regional and diesel intercity rail fleet with new, modern and reliable trains.

The project also includes a new train maintenance facility located in Dubbo. It will provide approximately 200 local jobs during construction, and ongoing business opportunities, contributing to economic development in regional NSW.

Momentum Trains is the consortium building and maintaining the fleet, and the train is being modified to meet our onboard design requirements for improved customer accessibility, amenities and safety.

Customers and our frontline teams, are providing feedback and insights into the train design. During the year, various engagement sessions were held with onboard crew, customers and specialised user groups. Sessions included presentations of plans and renders, a low fidelity physical mock-up of the buffet and seats, a virtual reality demonstration of the driver's cab and digital design workshops.

Feedback and input was shared with Momentum Trains to help them better understand the design elements that may need to be refined.

Work on the new, modern heavy-maintenance facility in Dubbo started, with Dubbo-based company MAAS Civil appointed. Work started on earth moving, bulk clearance and drainage at the site. Further work on the site in Dubbo and train design engagement sessions are planned over the next reporting period.

Mock up of the new Dubbo maintenance facility.

Build connections

Elizabeth
Transport
NSW TrainLink

Our performance

As a regional transport provider it's critical we have good connections with the communities we serve, as well as our people who live in those communities and provide great customer service every day.

After years of crippling drought, some of our regional communities were then devastated by bushfires and floods. These areas are now suffering from the effects of the COVID–19 pandemic.

Our focus during the year was helping communities cope and recover from these disasters, whether that be to defend their properties from fire, transport much needed goods or continue to run our services where we could during the COVID–19 pandemic (with additional cleaning and physical distancing measures in place so customers who needed to travel could travel safely).

The wellbeing of our people has been a priority during the year with some of our team losing property or being evacuated from their homes. Others volunteered to support the Rural Fire Service in their local community.

Our team has kept working throughout the pandemic and we have maintained strong lines of communication, hygiene and other measures to make sure they can work safely.

We improved our performance on all our employee metrics including:

- 42.9 per cent of Senior Service leadership roles are now held by women – this is a 7.1 per cent improvement over the prior year
- 2.47 per cent of our staff identify as Aboriginal and/or Torres Strait Islander, up from 2.24 per cent in the prior year but still short of the NSW Public Sector target of increasing representation of Aboriginal and Torres Strait Islander people to three per cent
- overall employee engagement increased from 51 per cent in 2018 to 55 per cent in 2019
- 2.5 per cent of our workforce identified as an employee with a disability as at December 2019, which is above the NSW Public Sector target of 2.3 per cent.

Communities

Bushfire response

Much of our efforts in the community this year were about helping regional areas recover from devastating bushfires.

Just one example is the assistance provided to the small township of Rappville 80 kilometres north of Grafton. On Tuesday 8 October 2019, Rappville was devastated by a bushfire which destroyed the railway line and left the community reeling.

Our staff collected donations and created hampers for the local community – including crockery, bed linen and other essential items – as well as more than $2500 which was converted into $20 supermarket gift vouchers for the residents of Rappville.

On Thursday October 24, the Casino XPT stopped at the local level crossing to greet the Rappville community and hand over much needed donations.

Events

Our 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.

We continued our commitment to look for new ways to support regional events and make it easier for people to travel in regional NSW by providing additional services in association with local tourism organisations and councils.

Broken Heel Festival

In September 2019, we again partnered with organisers of the annual Broken Heel Festival in celebrating the iconic movie *Priscilla, Queen of the Desert*. Broken Hill, in far Western NSW, welcomed the special service the NSW TrainLink Silver City Stiletto, carrying carriages full of festival goers, drag queens and fans of drag culture.

Parkes Elvis Festival

The NSW TrainLink Elvis Express left Sydney on 9 January 2020 heading for the annual Parkes Elvis Festival. Prior to the train's departure from Central Station, customers, festival goers and our staff were entertained by performances from several Elvis tribute artists. Our team took the opportunity to collect donations for the NSW Rural Fire Service to help rural firefighters tackling the blazes that were raging across the state.

This year the train was required to travel via Cootamundra to Parkes due to the damaged rail line between Mount Victoria and Lithgow caused by the bushfires. This added a couple of hours to the trip, but it did give the fans more time to enjoy the onboard entertainment.

Shari Vimal Narayan and Karen Serna with an Elvis tribute artist.

Heritage

Railway stations have played an important part in the daily life of communities across NSW for many years. Many regional centres still have their historic railway stations and infrastructure dating from the boom in railway expansion during the mid–nineteenth century.

We collaborated on a number of events during the year to celebrate significant milestones for some of these historical stations, with local communities and historical groups playing an important role in the festivities.

100th Anniversary:
Macksville Station
Mittagong Deviation
Opening of the line to Broken Hill

140th Anniversary:
Gunnedah Station

150th Anniversary:
Greta Station
Bowenfels Station
Blackheath Station

Employees

Employee engagement

The People Matter Employee Survey (PMES) is open to all NSW public sector employees for four weeks every year. The survey provides an important opportunity for our team to provide feedback about our workplace and to help make the organisation a better place to work. The survey asks our team about their experiences with their work, workgroup, managers and organisation.

We encourage all employees to take part in the annual survey. The stronger our response rates, the more accurate our results, and the better equipped we are to drive real change.

In 2019, 1403 of our people responded, which is 68 per cent of our organisation. Our overall employee engagement increased from 2018 numbers to 55 per cent, which demonstrates the initiatives and approaches we are taking for our people are moving us in the right direction.

In order to continue to create a workplace that makes positive changes, the results are discussed by our leaders with their direct reports. Workshops are facilitated to develop pragmatic, relevant and customised actions to be implemented in each business area.

Frontline leader engagement

In 2019, in collaboration with the TfNSW People & Culture team we commenced a frontline leader engagement pilot in the North and Central Region in order to:

- understand the attitudes and behaviours behind our drivers of engagement
- unpack employee engagement in a frontline and regional context
- gather learnings about how we can influence employee engagement at a local and Transport level.

The pilot gave frontline leaders an opportunity to be heard and highlighted the importance of their role in engagement, as well as how we can best assist them to support their people in a changing environment.

Initial findings, based on 2019 PMES data, indicate engagement has improved in the frontline leader cohort for this region, more so than across the Transport trend. This work will continue to be used and measured as a foundation to build sustaining engagement during change with our frontline.

Diversity and inclusion

Reconciliation Action Plan

As at 30 June 2020, 2.47 per cent of our staff identify as Aboriginal and/or Torres Strait Islander. The NSW Public Sector has a target to increase representation of Aboriginal and Torres Strait Islander employees to three per cent in all non–executive salary classes by 2025.

In 2019, TfNSW launched our Reconciliation Action Plan (RAP).

Many of the transport routes we use today, including rail lines, roads and waterways, follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation's First Peoples followed for tens of thousands of years.

Our RAP acknowledges and pays respect to the role of First Peoples as custodians of the lands where we work. It also demonstrates our commitment to working towards reconciliation, both within Transport and in communities across NSW.

NAIDOC Week

NAIDOC Week celebrations are held across Australia each July to acknowledge the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in Indigenous communities, but by Australians from all walks of life.

This year the theme was 'Voice. Treaty. Truth. Let's work together for a shared future.'

The theme called for all Australians to hear, acknowledge and understand the importance of the Aboriginal and Torres Strait voice in our nation's history and to continue listening and working together in order to develop a better shared future.

For our team, NAIDOC week is also an opportunity to celebrate the diversity of our workforce and the contribution our First Peoples make to the success and culture of our organisation through stories and events.

Once again, message bearers carried message sticks across the State, along our train and coach lines. The message sticks were accompanied by a canvas painted with the trunk and branches of a tree. At local events our staff and community members were invited to use their thumb or finger to 'paint'

a leaf of the tree, bringing the tree to life. This represented the growth that comes from working together and linked to the theme.

A message stick and canvas with leaves painted by staff and customers. The tree and leaves represent the growth that comes from working together.

Women in leadership

We continue to have a strong focus on encouraging gender balance in the workplace, with 42.9 per cent of Senior Service leadership roles held by women. This is a 7.1 per cent improvement over the previous year.

We have continued to develop succession planning, talent development, targeted recruitment opportunities and networking events for women, including International Women's Day #EachforEqual 2020.

International Women's Day encourages everyone to recognise our collective impact to create a gender equal world.

Several events were held to celebrate and recognise women in the workplace, as well as providing our team with an opportunity to share stories of how they encourage gender balance.

Our people continue to be at the heart of everything we do. We actively promote an inclusive workplace where people feel they belong and can be their whole selves at work. We're committed to driving gender balance across our organisation and enabling our people to thrive.

Employees with a disability

The NSW Public Sector has a Disability inclusion target of 2.3 per cent of NSW Trains roles to be held by people with a disability by 2025, which is part of the Premier's Priority for Driving Public Sector Diversity. As at December 2019 we achieved this by having 2.5 per cent of our workforce identifying as an employee with disability.

In December 2019, we celebrated International Day of People with Disability, which aims to increase public awareness, understanding and acceptance of people with disability while also celebrating their achievements and contributions. Vision impaired singer, and 2016 Australia's Got Talent runner up, Matt McLaren performed on the Grand Concourse at Central Station and at Newcastle Interchange. He also spoke to staff about his experience accessing and using public transport as a person with disability. It was a great opportunity to reflect on what each of us can do to create a more inclusive workplace, and to ensure the infrastructure we build and the services we provide are accessible to all of our customers and communities throughout NSW.

NSW Trains also joined in two important initiatives available to our people – the Enabled Network and an introduction to Disability Awareness e–learning modules.

The Enabled Network provides a platform where employees with disabilities, or those caring for someone with disabilities, can connect and be supported as part of our diverse workforce. The network provides a voice to people who have lived with disability and will help to inform Transport so that we are a truly inclusive employer.

Disability Awareness e–learning was introduced as an informative and mandatory e–learning module for all executive and senior leaders. The training is designed to educate staff with regard to the experience of people with disabilities and to help managers feel comfortable about what to know, say and do to help make our workplaces more inclusive for people with disability. The training will also be rolled out in the future for all employees.

Matt McLaren and Georgia Cheyne from Guide Dogs NSW/ACT at the International Day of People with a Disability event at Central Station

Thriving people doing meaningful work

The Network Service Coordination Centre

Our aim is to grow the capability of our people so we are an integrated, flexible, diverse and inclusive business that delivers for customers, communities and the people of NSW.

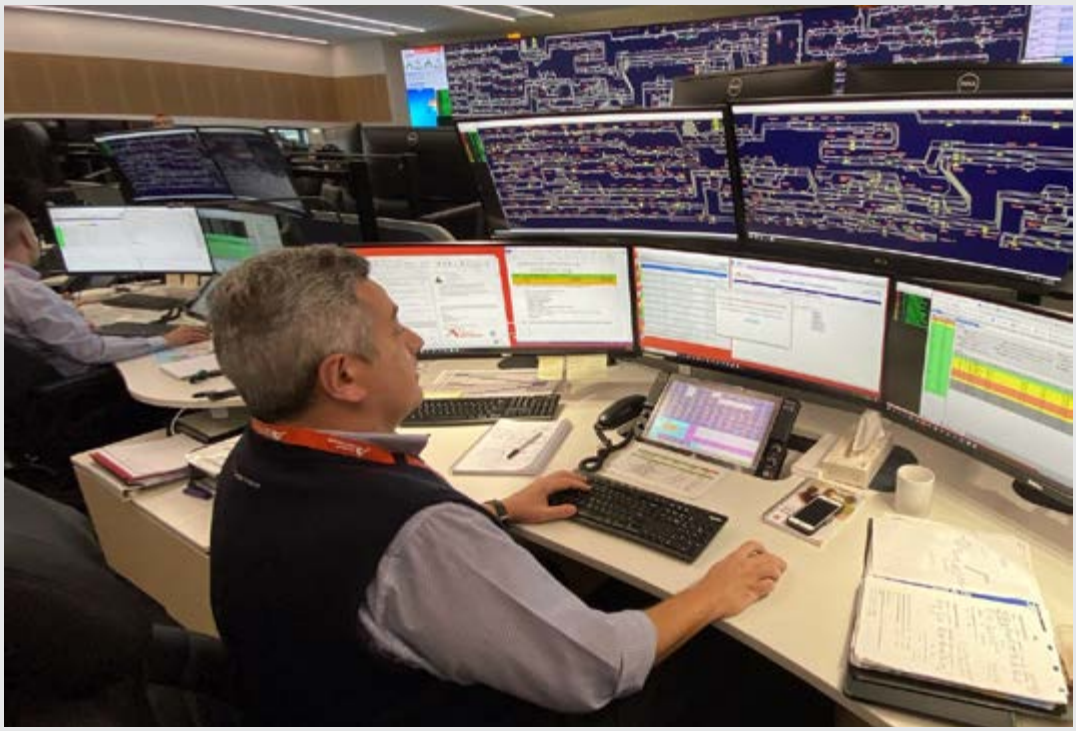
The Network Services Coordination Centre (NSCC) is a good example of how we have built a team that works behind the scenes but is totally focused on customer outcomes.

The NSCC completed its first full year at the state–of–the–art Rail Operations Centre (ROC) over the reporting period. The new environment, with upgraded technology and systems, has enabled the NSCC team to effectively coordinate the operation of our rail and coach network as well as customer information for both regional and intercity services.

All of this has been achieved through extremely challenging times with recovery efforts needed for service disruptions caused by bushfires, floods, major incidents and changes to service arrangements due to COVID–19.

In addition, the NSCC team has been actively involved in planning and readiness exercises for the NIF to support the new operating model.

When the new fleet comes into service, the NSCC will respond to customer help point calls, which will provide faster assistance to customers, particularly if we need to coordinate emergency services. Having both the NSCC team and the onboard Customer Service Guard, who can listen in on help point calls, means our customers will receive both remote and onboard support.



Network Services Coordinator Massimo Barone monitoring our services on the network. The large operational visual display system in the background shows all train activity on the network, allowing teams to easily make informed decisions as incidents or delays happen.

Central
EMERGENCY DOOR
H
14

Spend smarter

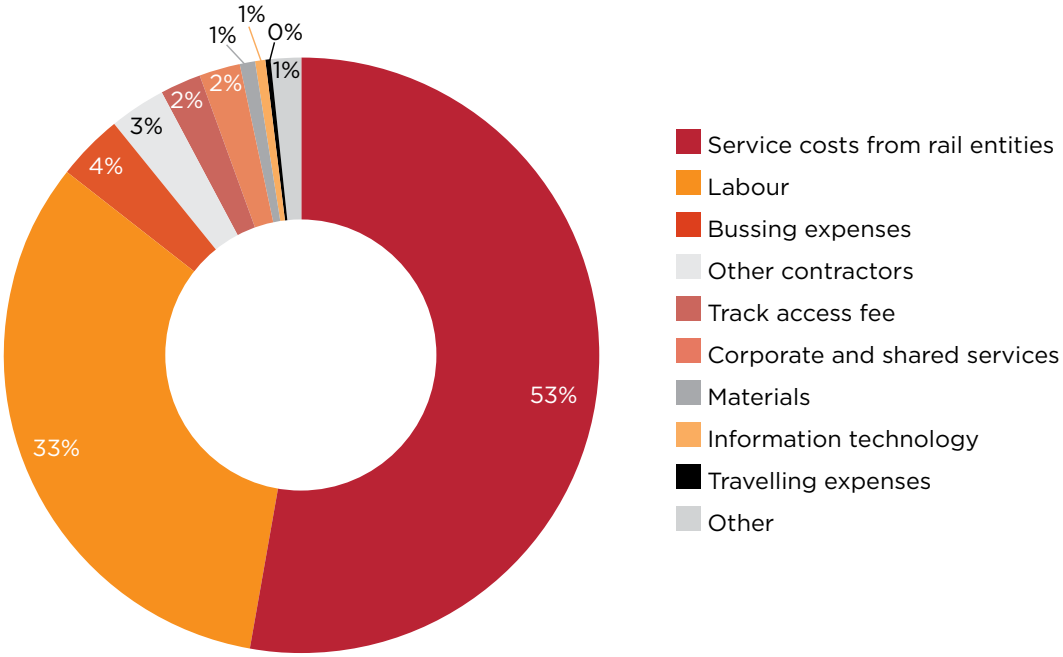
Our performance

The 2019–20 financial year was not only challenging for NSW Trains but also for the wider community with a number of one–off events impacting financial results. NSW Trains reported a deficit from operations of $47.2 million in 2019–20, a marginal improvement on the prior year.

Total income from operations decreased by $26.0 million or 16.0 per cent to $136.4 million in 2019–20 with natural disasters, the COVID-19 pandemic and a train derailment all negatively impacting train and coach services across our network. Intercity customer revenue decreased by $22.1 million or 27.5 per cent and regional customer revenue decreased by $7.0 million or 15.6 per cent, and other revenue increased by $3.1 million or 8.5 per cent.

Total expenses increased by $29.6 million or 3.5 per cent to $879.8 million in 2019–20 with higher bussing expenses linked to alternate transport arrangements arising from natural disasters, train derailment and additional capacity to allow social distancing across regional train services during the pandemic. Accelerated fleet and infrastructure maintenance costs, along with additional cleaning during the COVID–19 pandemic, also added to increased expenses during the year.

Operational Expenditure 2019/20



Financial sustainability

Financial sustainability is a key focus area for NSW Trains and spending smarter is a business priority. We are working with our people, partners and communities to eliminate activities that are not valued by our customers and communities and re–investing the savings in initiatives that will better connect our customers and communities. We have worked with our communities to optimise underperforming coach routes, trial new coach services and introduce new transport services following community feedback.

During 2019–20, we delivered savings in a challenging year through increased scrutiny of expenses and holding staff accountable.

Government contributions

Government contributions increased $55.7 million or 8.7 per cent to $696.2 million in 2019–20 to help fund the day–to–day operations of NSW Trains. The higher contribution helped offset the customer revenue loss from the COVID–19 pandemic and assisted in funding projects.

Capital projects

NSW Trains invested $2.8 million in various capital projects in 2019–20. The projects included:

- indicator boards at Gosford Station to help customers transfer from the bus interchange to trains
- Lithgow Train Crew accommodation expansion following the increase in depot staff needed to operate the additional Bathurst Bullet train service
- ROC desks to accommodate the NIF customer operations team.

Major events

The 2019–20 financial year has been characterised by a number of major events, ranging from bushfires, floods, landslides and derailment to the COVID–19 pandemic all of which have negatively impacted our patronage and financial results. The impact of the COVID–19 pandemic will also continue into the future as customers reset their travel patterns, work locations and ways of working.

Dragica Anevska, Customer Service Attendant, being COVIDsafe wearing a face mask while on duty, on her way to collect customer's luggage.

Appendices

WAGGA
8564 MO

Finance and asset management

International travel

Officer	Destination	Purpose
Acting Chief Operating Officer Associate Director Operations New Intercity Fleet Industrial Relations Manager Director Safety Environment Quality and Risk Three Train Drivers Three Train Guards	South Korea	NSW TrainLink management and health and safety representatives observed and interacted with the functionality of the New Intercity Fleet in advance of the delivery of the first test trains to Australia.
Principal Trainer Driver Trainer New Intercity Fleet	France	To observe the factory acceptance testing of the New Intercity Fleet mobile crew cab simulators at the engineering company, CORYS.

Grants to non-government community organisations

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

Consultants

	Number	Consultant	Project	Costs ($)
Contracts of $50,000 or more	1	HFRM Pty Ltd	Preparation of training material for onboarding staff	$77,743
Contracts of less than $50,000				0
Total Expenditure 2019–20				$77,743

Payment of accounts

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

Outstanding invoices by age at the end of each quarter for NSW Trains

Measure	Financial year 2019/2020 quarter average	Q1	Q2	Q3	Q4
Suppliers					
Current (i.e. within due date)	2.23 M	2.13 M	3.61 M	2.37 M	0.79 M
Less than 30 days overdue	1.20 M	1.08 M	3.60 M	0.02 M	0.08 M
Between 30 and 60 days overdue	0.02 M	0.03 M	0.03 M	0.00 M	0.01 M
Between 60 and 90 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
More than 90 days overdue	0.01 M	0.01 M	0.00 M	0.00 M	0.01 M
Small business suppliers					
Current (i.e. within due date)	0.04 M	0.00 M	0.08 M	0.08 M	0.00 M
Less than 30 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
Between 30 and 60 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
Between 60 and 90 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
More than 90 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M

Accounts paid on time within each quarter for NSW Trains

Measure	Financial year 2019/2020 quarter average	Q1	Q2	Q3	Q4
Suppliers					
Number of accounts due for payment	13,917	4511	3062	2528	3816
Number of accounts paid on time	13,776	4496	3058	2406	3816
Target % accounts paid on time	90.00%	90.00%	90.00%	90.00%	90.00%
Actual % accounts paid on time	98.99%	99.67%	99.87%	95.17%	100.00%
$ amount of accounts due for payment	132.94 M	38.14 M	28.23 M	29.75 M	36.82 M
$ amount of accounts paid on time	131.60 M	38.14 M	28.05 M	28.60 M	36.82 M
Actual % accounts paid on time (based on $)	99.00%	99.99%	99.34%	96.15%	100.00%
Number of payments for interest	–	–	–	–	–
Interest paid on overdue accounts	–	–	–	–	–

Accounts paid on time within each quarter for NSW Trains

Measure	Financial year 2019/2020 quarter average	Q1	Q2	Q3	Q4
Small business suppliers					
Number of accounts due for payment	214	42	35	43	94
Number of accounts paid on time	214	42	35	43	94
Actual % accounts paid on time	100.00%	100.00%	100.00%	100.00%	100.00%
$ amount of accounts due for payment	2.58 M	0.67 M	0.44 M	0.48 M	0.99 M
$ amount of accounts paid on time	2.58 M	0.67 M	0.44 M	0.48 M	0.99 M
Actual % accounts paid on time (based on $)	100.00%	100.00%	100.00%	100.00%	100.00%
Number of payments for interest	–	–	–	–	–
Interest paid on overdue accounts	–	–	–	–	–

Internal Audit and Risk Management Attestation Statement for the 2019–2020 Financial Year for NSW Trains

NSW Trains
ABN: 50 325 560 455
PO Box K349 Haymarket NSW 1238
Tel: (02) 9219 1101
www.nswtrains.nsw.gov.au

Director
Financial Management and Accounting Policy
NSW Treasury
Level 27, 52 Martin Place (127 Phillip Street entrance)
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 2019-2020 Financial Year.

Yours sincerely,

Peter Allaway
Chief Executive
NSW Trains

29 September 2020

Internal Audit and Risk Management Attestation Statement for the 2019–2020 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 NSW Trains Audit and Risk Committee for the FY2019–2020 are:

- Independent Chair, P. Housden, 4 November 2018 – 3 November 2021
- Independent Member 1, D. Antaw, 4 November 2013 – 30 September 2021
- Independent Member 2, S. Liew, 4 November 2013 – 31 December 2020

Peter Allaway
Chief Executive
NSW Trains

1 October 2020

Risk management

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

Key strategic risks, their causes, consequences and controls are captured in the Enterprise Risk Register. The custodian of the register is the Chief Operating Officer and is periodically reviewed by the Chief Executive and the NSW Trains Leadership Team. There is an independent oversight of the Enterprise Risk Register and risk management activities by the Audit and Risk Committee.

The Safety Risk Register (SRR), an integral part of the organisation's rail safety accreditation, 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 SRR is assured through several levels of co-ordinated activity:

- risk reviews scheduled by Safety, Environment, Quality and Risk (SEQR) and conducted in collaboration with subject matter experts from across the business in collaboration 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 SEQR 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
- a requirement for Control Owners to ensure their controls are in place and they are working effectively through the Control Assurance Reviews. The review process provides the required assurance to the Control Owners and was developed by SEQR in consultation with the Control Owners. Reviews in the regions were arranged by the Line managers and supported by SEQR professionals. For other business units, SEQR took the lead in arranging and conducting the Reviews.
- independent oversight of the SRR 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 major issues were raised by the Auditor-General.

Human resources

Industrial relations legislation, awards and agreements

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

Exceptional movements in wages, salaries or allowances

Employees received a pay increase of three per cent effective 1 May 2020, 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
- support after trauma workshops
- Peer Support Volunteer training and group supervision sessions
- Talent and succession review for senior managers
- domestic and family violence procedures.

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 2020

Directorate	Headcount
Executive Office	2
North & Central Region	1139
South & West Region	683
Network Services	122
Engineering & Safety Environment Quality and Risk	21
Service Design	30
New Intercity Fleet	70
Transformation	9
Strategic Business Programs	2
Communications	10
People & Change	13
Business Strategy & Performance	2
Total	**2103**

Senior executives

Senior Service Officers accounted for 1.7 per cent of the total employee related expenditure (1.4 per cent in 2018–19).

NSW Trains – Senior Executive Bands 1–3

Pay scale group	Female	Male	Total	Average remuneration
Band 1	5	13	18	$249,769
Band 3		1	1	$506,548

NSW Trains has no Band 2 TSSE

Senior Service

Level	Female		Male		Total		Average TRP ($)		% of total employee-related expenditure relating to senior executives	
	2018–2019	2019–2020	2018–2019	2019–2020	2018–2019	2019–2020	2018–2019	2019–2020	2018–2019	2019–2020
Band 1	4	5	9	13	13	18	$254,767	$249,769		
Band 3			1	1		1	$494,193	$506,548	1.4%	1.7%
Total	**4**	**5**	**10**	**14**	**13**	**19**				

Workforce diversity as at 30 June

Workforce diversity group	Benchmark/ target	2016	2017	2018	2019	2020
Women in the workforce	50% by 2025	24%	25.3%	25.1%	24.40%	25.34%
Women in leadership	35%	20.4%	29%	33.8%	35.85%	42.86%
Aboriginal, Torres Strait Islanders	2.6%	1.5%	1.7%	1.87%	2.24%	2.47%
People with disability	5.6% by 2025	2.6%	2.4%	2.54%	2.78%	2.52%
People with disability requiring work-related adjustment	1.5%	1.2%	1.2%	0.33%	0.10%	1.89%

Multicultural policies and services program

NSW Trains has an incredibly diverse work force, with employees from many cultures in our offices, on our platforms and on our trains.

We continued to support TfNSW new *Multicultural Plan* for 2019–2020 that outlines the key strategies and initiatives used by the Transport cluster to:

- deliver services in a culturally and linguistically diverse (CALD) society
- build a culturally competent organisation that ensures workforce diversity and inclusion.

We continued to provide accessible and inclusive transport services to customers from culturally and linguistically diverse backgrounds and foster a culture of acceptance, inclusiveness, respect and belonging for all employees.

Legal

Exemptions

NSW Trains neither sought nor received any reporting exemptions under the annual reporting provision of the *Annual Reports (Statutory Bodies) Regulation 2015*.

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

Under section 7 of the 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.

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

Number of access applications received – Clause 7(b)

During the reporting period, our agency received a total of nine 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	5	0	7	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	0	0	0	0	0	0	0
Members of the public (application by legal representative)	15	0	0	2	0	0	0
Members of the public other	1	0	0	1	0	0	0
	21		**7**	**4**	**0**	**0**	**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.*

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	15	0	0	2	0	0	0
Access applications (other than personal information applications)	6	0	7	2	0	0	0
Access applications that are partly personal information applications and partly other		0	0	0	0	0	0
	21	**0**	**7**	**4**	**0**	**0**	**0**

** A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 t 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	7
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: Timelines

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	7
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	2
TOTAL	**0**

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' 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 contained on the NSW Trains intranet
- information communicated via briefing papers and staff communication.

Privacy and Personal Information Protection Act 1998 (PPIPA)

NSW Trains has a Senior Legal Counsel who manages matters under PIPPA and there were no requests for any reviews during the reporting period.

Annual Report accessibility requirements

The NSW Trains Annual Report complies with Web Content Accessibility Guidelines, as per the Premier's Circular 2012–08 NSW Government Website Management

Cyber Security Annual Attestation Statement for the 2019–2020 Financial Year for NSW Trains

Cyber Security Annual Attestation Statement for the 2019-2020 Financial Year for NSW Trains

I, Pete Allaway, am of the opinion that NSW Trains is approaching cyber security in a manner consistent with the 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 of NSW Trains in co-operation 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 found to be adequate or findings being addressed through the program of work as appropriate.

Pete Allaway

A/Chief Executive

Intercity trains network
Trains
NSW GOVERNMENT
Transport
Hunter
Dungog
Wirragulla
Wallarobba
Hillsdale
Martins Creek
Paterson
Mindaribba
Telarah
Maitland
High Street
East Maitland
Victoria Street
Metford
Thornton
Beresfield
Tarro
Hexham
Sandgate
Warabrook
Waratah
Broadmeadow
Adamstown
Kotara
Cardiff
Cockle Creek
Teralba
Booragul
Fassifern
Awaba
Dora Creek
Morisset
Wyee
Warnervale
Wyong
Tuggerah
Ourimbah
Lisarow
Niagara Park
Narara
Gosford
Point Clare
Tascott
Koolewong
Woy Woy
Wondabyne
Hawkesbury River
Cowan
Berowra
Mount Kuring-gai
Mount Colah
Asquith
Hornsby
Gordon
Chatswood
Artarmon
St Leonards
Wollstonecraft
Waverton
North Sydney
Milsons Point
Epping
Central Coast & Newcastle
Hamilton
Newcastle Interchange
Lake Macquarie
Central Coast
Tasman Sea
Hawkesbury River
Blue Mountains
Scone
Aberdeen
Muswellbrook
Singleton
Branxton
Greta
Lochinvar
Blue Mountains
Bathurst
Tarana
Rydal
Lithgow
Zig Zag
Bell
Mount Victoria
Blackheath
Medlow Bath
Katoomba
Leura
Wentworth Falls
Bullaburra
Lawson
Hazelbrook
Woodford
Linden
Faulconbridge
Springwood
Valley Heights
Warrimoo
Blaxland
Glenbrook
Lapstone
Emu Plains
Penrith
Blacktown
Westmead
Parramatta
Strathfield
Sydney
Wynyard
Town Hall
Central
Redfern
Martin Place
Kings Cross
Edgecliff
Bondi Junction
South Coast
Central Coast & Newcastle
Blue Mountains
Sydenham
Wolli Creek
Hurstville
Penshurst
Mortdale
Oatley
Jannali
Sutherland
Loftus
Engadine
Heathcote
Waterfall
Helensburgh
Otford
Stanwell Park
Coalcliff
Scarborough
See Sydney Trains Network map for connecting City services
Campbelltown
Southern Highlands
Macarthur
Menangle Park
Menangle
Douglas Park
Picton
Tahmoor
Bargo
Yerrinbool
Mittagong
Bowral
Burradoo
Moss Vale
Exeter
Bundanoon
Penrose
Wingello
Tallong
Marulan
Goulburn
Southern Highlands
Illawarra
Wombarra
Coledale
Austinmer
Thirroul
Bulli
Woonona
Bellambi
Corrimal
Towradgi
Fairy Meadow
North Wollongong
Wollongong
Coniston
Unanderra
Kembla Grange
Dapto
Albion Park
Oak Flats
Shellharbour Junction
Minnamurra
Bombo
Kiama
Gerringong
Berry
Bomaderry
South Coast
Lake Illawarra
Lyndhurst
Coniston
Port Kembla North
Port Kembla
South Coast
Intercity train lines
Blue Mountains Line
Central Coast & Newcastle Line
Hunter Line
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Stop
Interchange
Interchange
End of line
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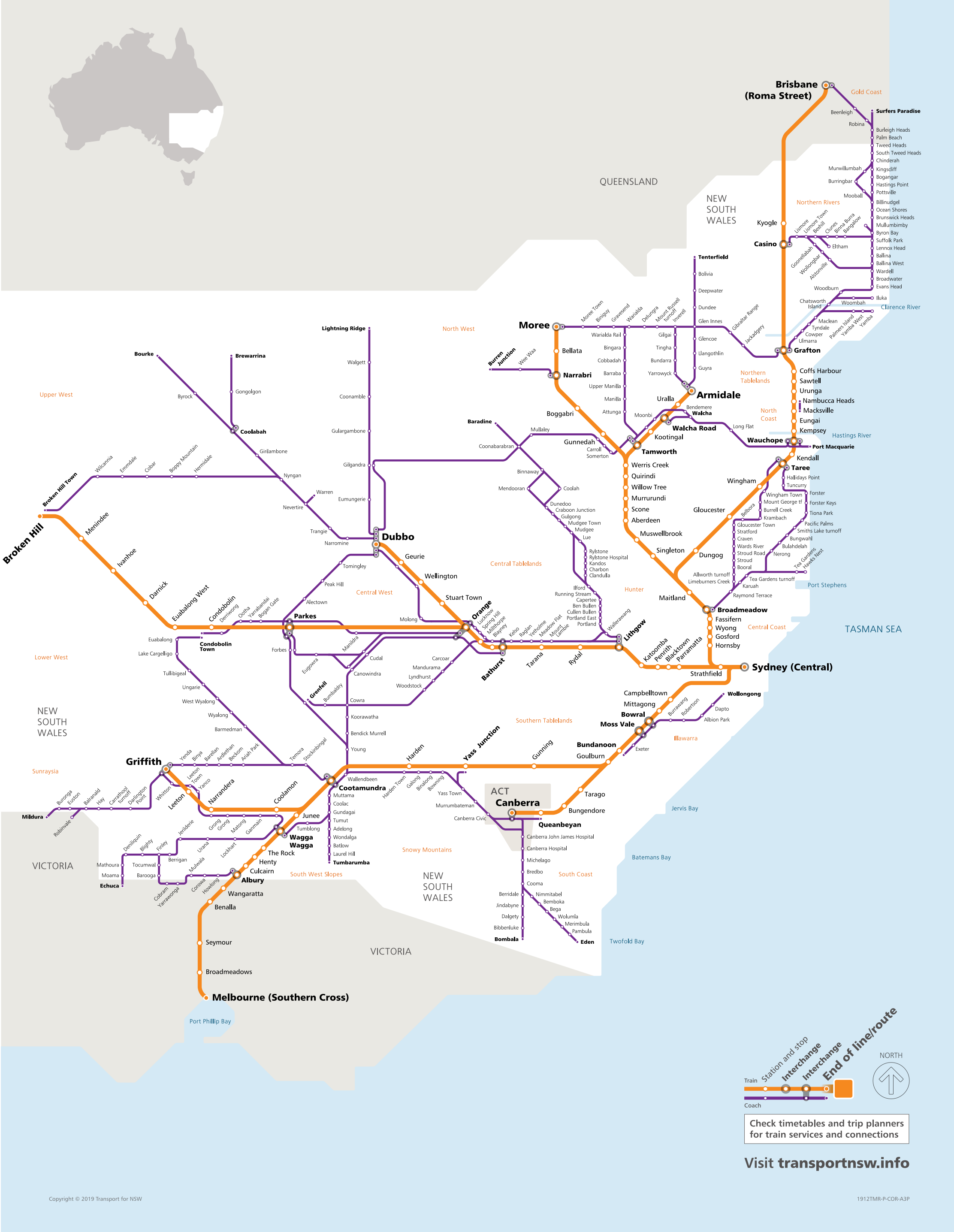
Regional trains and coaches



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