

NSW TrainLink Corporate Plan

2020/21



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Waiting Room
Toilets



Chief Executive's message

This Corporate Plan builds on the work delivered last year and outlines the key priorities and initiatives NSW TrainLink will focus on between 1 July 2020 and 30 June 2021.

NSW TrainLink's services provide vital connections – helping our state go further and think bigger. It's not just about taking people outside of Sydney, it's about how NSW TrainLink supports regional communities to grow, develop and become successful places: places that are easily accessible to regional centres or major cities.

Our services connect communities with those things that are important to them, such as medical, educational, and leisure services, shopping and visiting relatives and friends. We want to make regional journeys easier and more integrated and we will work with our Transport Cluster colleagues to make every customer's journey seamless right across the network, and the state.

The last few months of the 2019-2020 financial year were difficult ones for us all, but particularly for those living in regional and outer metropolitan areas. These regions were affected by one of the worst droughts in living memory, a catastrophic bushfire season and the COVID-19 pandemic, significantly impacting local communities.

We want to help these communities get back on their feet and support the recovery of their local economies. This Corporate Plan maps out our objectives and the activities we will deliver during the year to encourage people back onto our train and coach services and back into the regions to spend their tourist dollars in the local economies.

The investment in both our intercity and regional fleets is a solid commitment to regional growth. With new trains scheduled to arrive over the next five years, it's an investment which will see us take NSW and its communities further.



This Corporate Plan outlines our strategic objectives and the key initiatives that NSW TrainLink will deliver over the next financial year, and how these align with Transport for NSW's strategic priorities and the Future Transport 2056 strategy.

Pete Allaway

Chief Executive
NSW TrainLink

Background

NSW TrainLink provides rail and coach services across NSW, connecting NSW to Victoria, Queensland and the Australian Capital Territory.

As an agency of the Transport Cluster, we provide rail and coach services to deliver integrated transport solutions and improved transport outcomes for the community and to stimulate the economy of regional NSW.

The NSW TrainLink Corporate Plan reflects the NSW Government's State Priorities, Transport for NSW's strategic priorities and the Future Transport Strategy 2056. It also reflects the Transport for NSW (TfNSW) 10 Year Blueprint which points to the sort of organisation we need to be: one that is focussed on creating ongoing value for those we serve in everything we do; and one that, through change, is committed to safety, sustainability, accessibility and reliability.

In addition to the Transport outcomes, all NSW public sector agencies contribute to the Premier's Priority of a world class public service. The Premier has set new social priorities for the Government to measure and deliver in areas that need improvement. The ambitious targets for Women in Leadership roles and Aboriginal employees will continue as Premier's Priorities and a new priority has now been included for employees with disability.

Transport will support the implementation of best-practice productivity and digital capability in the NSW public sector and drive public sector diversity by 2025, through:

- having 50 per cent of senior leadership roles held by women;
- increasing the number of Aboriginal people in senior leadership roles; and
- ensuring 5.6 per cent of Government sector roles held by people with a disability.

NSW TrainLink serves commuters between Sydney, the Blue Mountains, Newcastle and Wollongong as well as travellers across the state. We connect regional customers in NSW with major cities and regional centres providing access to medical, educational and leisure services. We support local economies and tourism by bringing visitors to regional areas.

At NSW TrainLink the customer is at the centre of everything we do, and we are committed to connecting communities by delivering excellent customer services every day.

- Each year NSW TrainLink customers take more than 43 million passenger journeys
- 1.8 million journeys are on our regional trains and coaches
- 41.3 million journeys are on our intercity services
- Our customers travel to over 400 destinations
- Weekly, our customers travel on 176 regional train, 532 regional coach and 3094 intercity train services as well as on an additional 104 hub and spoke trial coach services.

Our vision and strategic objectives provide the framework to plan how we will do business over the next four years. Everything we do is underpinned by our business priorities which drive how we deliver our services.

NSW TrainLink's annual cost base is more than \$800 million which funds our operating costs and the maintenance of our assets.

Transport Cluster context

From 1 July 2019, Transport for NSW became the lead agency for the NSW Transport cluster incorporating key business areas, Project Delivery Offices and Transport Operating Agencies, including NSW TrainLink. The Cluster's new operating model is organised around the customer, better supporting integrated services delivery and giving greater focus to the different transport needs of urban and regional areas. To deliver better outcomes for customers and communities, we need to:

- **Operate and work differently together:** Focus on the multi-modal customer and the different transport needs of urban and regional areas;
- **Be smarter with taxpayers' money:** Be more financially sustainable; and
- **Focus on our people:** Align all of us and how we do things.

As part of this new operating model, NSW TrainLink is now part of the Regional and Outer Metropolitan Division within Transport for NSW. This supports collaboration across transport agencies to work towards better outcomes for our customers and communities.

The Chief Executive of NSW TrainLink has a reporting line to the Deputy Secretary, Regional and Outer Metropolitan and works with other members of the Regional and Outer Metropolitan leadership team to drive collaborative solutions for the customer and communities living, working and visiting within regional and outer metropolitan NSW.





Strategic direction

NSW TrainLink's strategic objectives provide the framework to plan the activities that will help us achieve our strategic vision over the next four years in line with Future Transport 2056.

Future Transport challenges us to think differently so that we can be ready to serve the population of the future. We must move to mode-agnostic solutions, use technology in new and innovative ways, build a hub and spoke model to support connections between regions and take a place-based approach to designing for the future. This is in addition to delivering safe, seamless and efficient journeys every day.

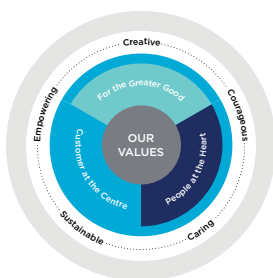
NSW TrainLink's business planning is guided by the Transport for NSW Blueprint that sets out where we need to focus our efforts in the near term to move us towards our long-term vision outlined in Future Transport 2056. It describes who we are as a Cluster, our strategic priorities for the next five to 10 years, and the outcomes we are trying to deliver for the people we serve.

The Blueprint on a page

Our Purpose: Making NSW a better place to live, work and visit

Our long term vision: Future Transport 2056

Our values, core principles and ways of leading



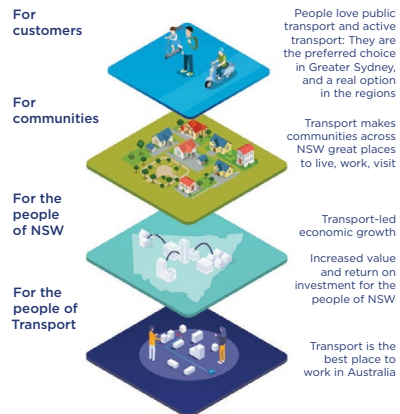
Who we are and how we lead and work every day

Strategic priorities

- Working in partnership
- Data-driven decision making
- Technology and innovation
- Place-based integrated service design
- Enabling the mobility ecosystem
- Financial sustainability
- Evolution of work

Areas that need special focus to deliver our outcomes and ambitions

10 year ambitions



What we want to achieve by 2029

Primary outcomes

- Connecting our customers' whole lives 
- Successful places 
- Strong economy and quality of life 
- Thriving people doing meaningful work 

The end result of our efforts

To guide our everyday performance and decision making, we have a set of defined business priorities to help us deliver services and to achieve our purpose 'to connect people and communities throughout NSW.'

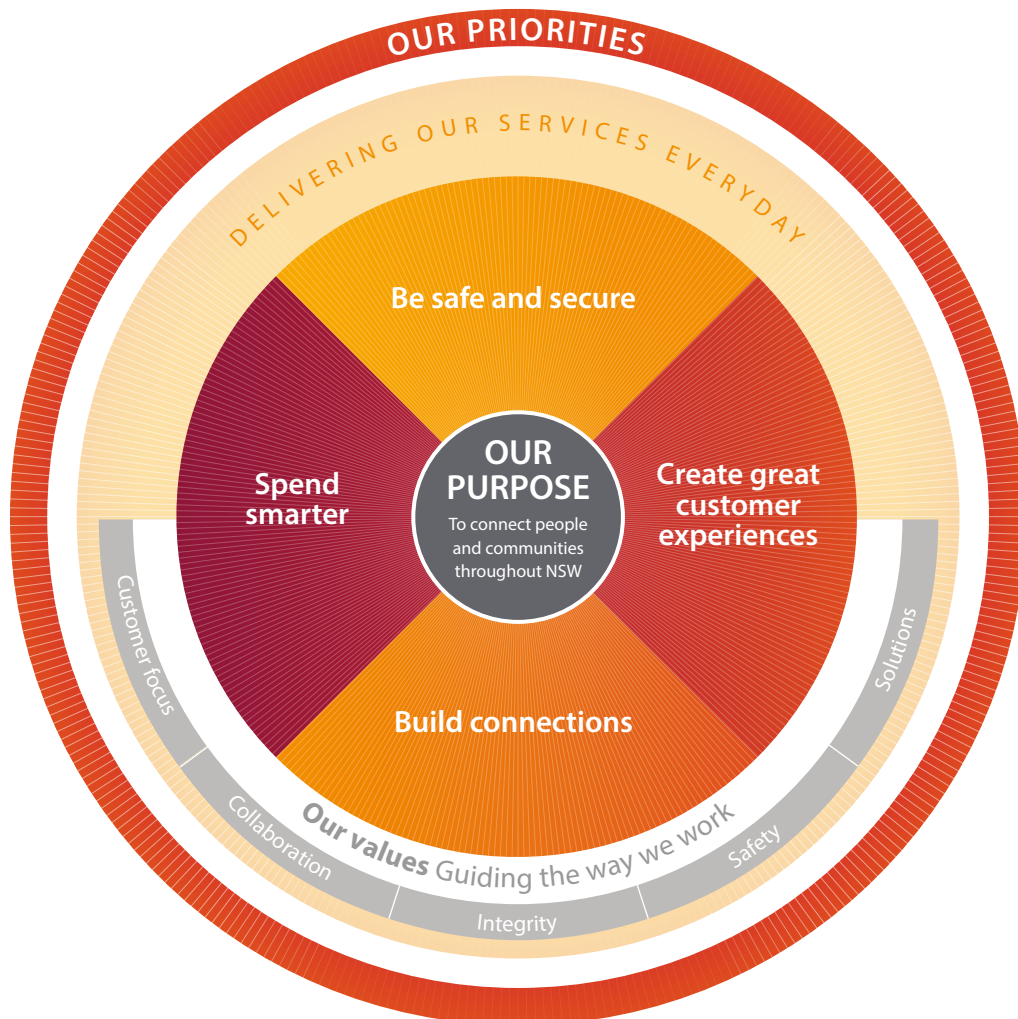
In this plan we outline the projects we will deliver in order to achieve our strategic objectives and business priorities for our customers, communities, staff and the people of regional NSW.

Strategic vision

Connecting customers and communities for the future growth of regional NSW

Strategic objectives

- Increase customer and community value
- Stimulate regional growth
- Partners to improve services
- Strengthen and integrate transport networks
- Maintain a flexible, capable and future focused business and workforce



Transport for NSW Blueprint – Primary outcomes



Customers – Connecting our customers’ whole lives

Transport plays a vital role in the lives of its customers, across the whole of their lifespan from childhood to old age. The Transport Cluster will deliver and enable transport solutions that blend seamlessly into its customers’ lifestyles, catering for the wide range of journey types needed by people, and for the movement of freight.

The Transport Cluster must work closely with customers to understand their changing needs and create solutions that work for them, regardless of location and accessibility requirements.

At NSW TrainLink, the customer is at the centre of everything we do. We work hard to provide customers with the transport services they deserve. We invest in new services, to not just connect customers with major cities and towns but to also connect them with regional hubs to improve their access to medical, educational and leisure services.

COVID-19 has seen a change in the way people are working and has significantly limited travel to regional areas.

NSW TrainLink has ramped up cleaning across its trains and stations, and has implemented the Government’s green spot initiative to maintain physical distancing on our services.

The community has also had a role to play in making their journey a safe one by considering their travel options and being mindful of the reduced capacity on our services when traveling. We are encouraging customers to safely return to travel in regional NSW on our services to help boost the economic health of our communities.



Communities – Successful places

Members of communities want to feel confident that Transport is helping to make their community a great place to be. At the heart of communities are places – where people come together to interact and transact, and travel to other communities.

This outcome reflects our impact on communities across NSW, supporting them to achieve their desired social, cultural and economic outcomes.

NSW TrainLink has ongoing conversations with our communities and customers as a part of our everyday business to facilitate better decision making on behalf of the people who rely on our services.

This is highlighted in our business priority ‘Build Connections’, which is about engaging with our communities to better understand their needs and build trust as their local public transport provider.

NSW TrainLink plans regular opportunities for individuals and groups to talk to our people in their area about the things that are important to them. These are important conversations to help guide planning for future service improvements and transport options for regional communities.

We will also conduct major engagement programs to inform communities about new initiatives. These programs ensure communities can have their say on how we can run services that are of value to them.



People of NSW – Strong economy and quality of life

Residents and taxpayers of NSW want to know their money is being invested in the right places to ensure a prosperous future and a good quality of life. Our transport system connects a globally competitive, inclusive and sustainable NSW.

At NSW TrainLink we are focused on connecting people to regional cities and towns and take pride in helping our customers get where they need to be by using our rail and coach network.

NSW TrainLink train and coach services forge important connections – helping create thriving communities where individuals and families want to live because they know they have ongoing access to jobs, education, shopping and health services. We support their economies by taking visitors to regional NSW to explore and spend their tourist dollars in local businesses.

We aim to deliver a clean, safe, timely and friendly services and create experiences that encourage customers to use our services. We are working with our Transport partners to make every customer’s journey seamless right across the state.



People of NSW TrainLink – Thriving people doing meaningful work

NSW TrainLink has more than 2,000 employees located across NSW and the ACT. We are proud to be an employer in the communities that we serve and believe in forming strong connections between NSW TrainLink, our people and the places in which they work.

In all our workplaces, NSW TrainLink is focused on creating an environment where our employees are recognised, supported and included. The shared values of Transport for NSW set the expectation for how we work together to deliver better outcomes for the people of NSW.

NSW TrainLink has been consulting with employee representatives on the introduction of the new operating model for the new fleet of intercity trains. The fleet will operate with a driver and customer service guard on board the train when customers are on board. The safety of our customers and staff has been paramount in the design of these trains and new technology gives us the opportunity to

improve how we safely operate the train and provide customer service.

COVID-19 has been challenging for NSW TrainLink and our people. Our services have enabled essential workers, school children and others to travel as needed, safely. Our employees have played a key role in providing these services and have worked tirelessly during the pandemic to deliver safe services for our customers.

No matter our role in NSW TrainLink, COVID-19 has impacted each of us in different ways. Our day to day life has changed and it can be overwhelming. Looking after our employees' mental and physical wellbeing has been one of our top priorities during the pandemic.



Values and ways of working

The world of work is changing at a rapid pace. Our most valuable asset is our people, and we will support them to transition and thrive in a changing world. We must be proactive and deliberate in designing our ways of working.

There are five ways of leading which will help us realise our aspirational culture. At Transport, leadership is for everyone – we have a range of tools and resources to support our people to thrive as leaders regardless of their role. Our five ways of leading are:

- **Caring** - Encouraging the heart, starting from the place of forming caring relationships. It includes being true to self and accepting of others to enhance belonging and worthiness.
- **Creative** - Forging new paths and adopting a curious and open mindset. It includes asking “what if?” finding new ways of doing things and sharing learnings.
- **Sustainable** - Making smart choices. It includes delivering on promises, getting the basics right, leveraging what we have and staying strong for tomorrow.
- **Empowering** - Entrusting others. It’s being clear on purpose and believing in collective wisdom. It includes being transparent, collaborating and creating opportunities to realise the potential of all.
- **Courageous** - Accepting the challenge and committing to doing the right things. It includes seeing things as they are, speaking up, pushing through barriers and challenging the status-quo.

Key relationships

As a customer service organisation, NSW TrainLink has a number of key relationships to help us connect with communities across NSW. We partner with Transport for NSW, Sydney Trains, Australian Rail Track Corporation, John Holland, Queensland Rail and V/Line in the delivery of our train services as well as 15 coach operators to deliver timetabled coach services state wide. NSW TrainLink also partners with several other contactors for the supply of cleaning, catering and other services. Our aim is to make these services as contestable as possible and source goods and services from suppliers based in regional NSW to support the economic growth of those communities.

NSW TrainLink also proactively builds relationships with key groups which represent the customers we serve so that we may better understand our customers’ needs and capture opportunities to work together for the greater good of regional communities.

Strategic objectives

Increase customer and community value -

Delivering greater value to communities and customers means better journeys, smoother, faster and more reliable services.

This objective aligns to the following Transport for NSW strategic priorities:

- Place-based integrated service design
- Data-driven decision making
- Financial sustainability

From 2020 to 2024 we will:

- Upgrade trains, coaches and stations with a user-centric focus
- Integrate our ticketing for a seamless customer experience
- Reduce journey time for greater convenience
- Engage in regular conversations and co-design our service offerings with our communities
- Acknowledge our social obligations to the communities we serve
- Operate in a financially sustainable manner to ensure high public value

Stimulate regional growth -

Ensure an integrated regional transport system to provide improved services for communities and customers, through seamless journeys across modes.

This objective aligns to the following Transport for NSW strategic priorities:

- Place-based integrated service design
- Data-driven decision making
- Financial sustainability

From 2020 to 2024 we will:

- Work collaboratively with Transport for NSW, other operators and industry partners to investigate new and innovative ways to stimulate regional growth
- Partner with whole of Government to deliver social and economic benefits
- Aim to be the provider of choice for regional communities
- Consult with our customers about travel priorities
- Review and optimise existing services and timetables for greater customer satisfaction



Partner to improve services -

Optimising the network means connecting more communities.

This objective aligns to the following Transport for NSW strategic priorities:

- Technology and innovation
- Enabling the mobility ecosystem
- Data-driven decision making
- Financial sustainability

From 2020 to 2024 we will:

- Increase integration of the network
- Increase utilisation of the existing network
- Deliver new service options faster and more effectively
- Support sustained economic growth by finding new ways to serve regional communities.

Strengthen and integrate transport networks -

Work across the Transport Cluster to ensure an integrated regional transport network.

This objective aligns to the following Transport for NSW strategic priorities:

- Working in partnership
- Data-driven decision making
- Financial sustainability

From 2020 to 2024 we will:

- Increase integration of services creating a mode agnostic approach to service delivery
- Establish new ways of partnering
- Draw on industry expertise to review and optimise existing services and explore new options
- Deliver our regional program of engagement to understand our customers priorities
- Leverage innovation and technology to enhance customer experience

Maintain a flexible, capable and future focused business and workforce -

Invest in our people and business capability

This objective aligns to the following Transport for NSW strategic priorities:

- Evolution of work
- Data-driven decision making
- Financial sustainability

From 2020 to 2024 we will:

- Promote and live our values
- Foster diversity and inclusion in the workplace
- Implement robust workforce and succession planning
- Support our leaders and develop our people to be agile and customer-centric
- Ensure sound coordination and governance in processes, policies and procedures

SafeLink strategy

The SafeLink safety strategy is a multi-disciplined approach that ensures we have a safe workplace. The strategy helps to effectively manage both general and corporate risk and safety, and is a fundamental enabler for our goal of zero injury.

NSW TrainLink will commit to safety as a value via a multi-disciplined approach including:

- Communication and Consultation
- Continuous Improvement
- Governance
- Health and Wellbeing
- Incident/Injury Reporting
- Leadership
- Policy and Strategy
- Resilience and Recovery
- Risk Management
- Safety Competence
- Safety Culture
- Safety in Design
- Safety Management System
- Social Obligation and Environmental Sustainability
- Technology





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Bringing it all together

Strategic program



Increase customer and community value



Stimulate regional growth

Transport priorities	Place-based integrated service design	
		Data-driven
		Financial
Primary outcomes	Connecting our customers' whole lives Successful places	Strong economy
Strategic Activities 2020 to 2024	<ul style="list-style-type: none"> • New Intercity Fleet • Regional Rail Project • Central Station integration with Sydney Metro • Hub and spoke coach trials 	<ul style="list-style-type: none"> • New regionally based catering supplier • Station upgrades

Operational delivery

Operating activity – 2020/21	Create great customer experiences <ul style="list-style-type: none"> • Replacement Coach Customer Management System • Workforce Planning Program • Uplift in capability and capacity in the Network Services Control Centre • New Intercity Fleet operational readiness 	Build connections <ul style="list-style-type: none"> • Review training program to make it more regionally-based • Investigate the benefits of a joint operations centre with ARTC
	Continuous improvement – 2020/21	<ul style="list-style-type: none"> • Gosford indicator boards- proof of concept - to provide a precinct link between the bus interchange, trains and taxis • Enhanced online and phone services
	Targets <ul style="list-style-type: none"> • Intercity punctuality – 92% • Regional rail punctuality – 78% • Regional coach punctuality – 90% • Intercity customer satisfaction – 90% 	Targets <ul style="list-style-type: none"> • Women in leadership – 40.1 % • Aboriginal employees – 2.3%



Partner to improve services



Strengthen and integrate transport networks



Maintain a flexible, capable and future focused business and workforce

Technology and innovation Enabling the mobility ecosystem	Working in partnership	Evolution of work
decision making		
sustainability		
and quality of life	Connecting our customers' whole lives Successful places	Thriving people doing meaningful work
<ul style="list-style-type: none"> Improved coach routes and services New regionally based cleaning services 	<ul style="list-style-type: none"> NSW Health Partner Program Digital ticketing initiative 	<ul style="list-style-type: none"> Front line leadership development

<p>Spend smarter</p> <ul style="list-style-type: none"> New Intercity Fleet simulator management Investigate the feasibility of customer counting technology on the New Intercity Fleet Review operations reporting for savings and improved customer outcomes Overtime reduction Leave liability reduction 	<p>Be safe and secure</p> <ul style="list-style-type: none"> Stations CCTV Phase 1 Program Enhanced security reporting SafeLink Program
<ul style="list-style-type: none"> More effective station rostering Tender for more cost effective fuel contract 	<ul style="list-style-type: none"> Enhanced injury mapping and reporting
<p>Targets</p> <ul style="list-style-type: none"> Overtime – on or below budget Excess annual leave – Treasury targets 	<p>Targets</p> <p>Reduced:</p> <ul style="list-style-type: none"> Lost time injury (physical) Lost time injury (psychological) Customer injuries Safe working incidents Security incidents

Implementation and reporting

NSW TrainLink Chief Executive, Pete Allaway is accountable for the delivery of this Corporate Plan. The plan is monitored and implemented by the NSW TrainLink Leadership Team and is reviewed annually to ensure it stays relevant and we can measure our success. NSW TrainLink directorates will develop and implement business plans to achieve the strategic objectives in this plan.

Progress of the plans, actions and initiatives underpinning the NSW TrainLink Corporate Plan will be measured against our business priorities which drive the way we do business.





Intercity trains network



Regional trains and coaches



Check timetables and trip planners for train services and connections

Visit transportnsw.info

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