



NSW Trains

Annual Report

Volume 1 • 2020–21



NSW Trains
(trading as NSW TrainLink)

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Letter to Ministers

The Hon Rob Stokes MP
Minister for Planning and Public Spaces
Minister for Transport and Roads

Parliament House
Macquarie Street
Sydney NSW 2000

The Hon Paul Toole MP
Deputy Premier
Minister for Regional New South Wales
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 2021.

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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Foreword







From the Chief Executive

The 2020-21 financial year has been another challenging, yet rewarding, one for NSW Trains. The impact of the COVID-19 pandemic has been far reaching for all of New South Wales.

The team at NSW Trains had to divert attention away from day-to-day business to make sure we were able to get our customers to their destinations notwithstanding snap service changes, floods and other incidents affecting our network. Despite the upheaval, our people retained their focus on keeping our services running to get our customers to the locations where they needed to be.

Many challenges were thrown at our frontline teams, with new rules and changing requirements for testing, travelling or staying at home. Our teams at the borders had to manage the challenges that came with terminating services, while continuing to provide assistance to our customers with their required permits and alternative travel arrangements. I thank them all for their continued commitment to our customers and communities.

Safety is our highest priority and I am pleased to report a reduction in the number of lost time injuries to our employees with the introduction of our SAFELink strategy. A number of other programs were introduced over the year which have contributed to a safer working environment for our people.

We continued to test our new intercity fleet of trains, the Mariyung, across the network, with a number of the trains receiving Provisional Acceptance. Once further testing, commissioning and final operational readiness activities have been completed, the Mariyung fleet will be ready for customer service. I am looking forward to seeing this new fleet of trains in passenger service.

Work on the new regional fleet continued over the year with a number of staff and stakeholder engagements held at both low and high fidelity mock-ups. The valuable insights gained from our people and other stakeholders will help guide the design of the fleet and its facilities.

I am proud of what we have accomplished over the year. We will continue to build on our achievements and keep our customers and communities connected into the future.

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

Pete Allaway
Chief Executive
NSW Trains

30 October 2021



Canberra Service

About this report



The NSW Trains Annual Report 2020–21 provides an overview of our achievements during the 2020–21 financial year.

Our annual report aims to keep our customers, community, partners, government and industry informed about our performance and meets the statutory requirements set out in the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Statutory Bodies) Regulation 2015*.

The trading name of NSW Trains is NSW TrainLink and any reference in this annual report to NSW TrainLink should be read as a reference to NSW Trains and vice versa.

Chapter 1 – About us

A profile of who we are, what we do, and our strategic direction.

Chapter 2 – Delivering outcomes for the people and communities of NSW.

Presents our business performance and achievements over the year.

Chapter 3 – Financial overview

An overview of our financial results for 2020–21. A comprehensive set of financial statements on all of our activities is available in Volume 2 of this report.

Appendices

Our reporting requirements according to our statutory obligations.

Volume 2

The NSW Trains audited financial statements.

About us





Who we are

NSW TrainLink was established on 1 July 2013 under the *Transport Administration Act 1988*, to focus on delivering services to customers travelling longer distances.

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.

NSW Trains sits within the Regional and Outer Metropolitan (ROM) Division of Transport for NSW and trades as NSW TrainLink.

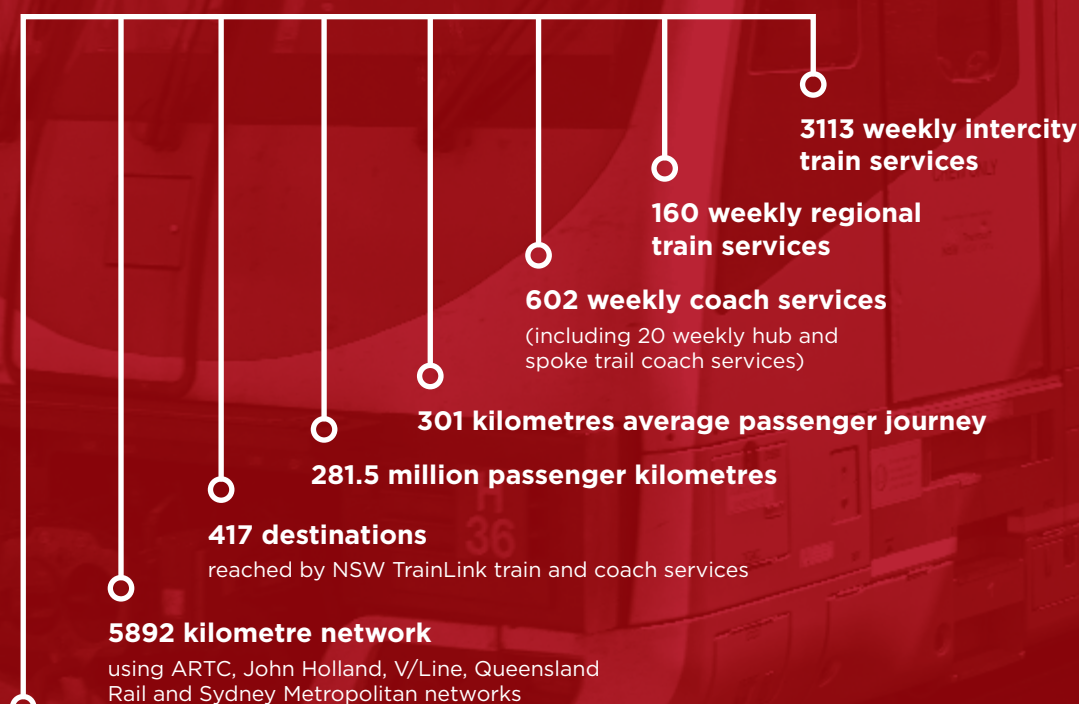
We provide transport services across NSW and into Queensland, Victoria and the Australian Capital Territory. We also provide train services to commuters across the outer metropolitan areas of the Blue Mountains, Southern Highlands, Newcastle and Central Coast, the Hunter, and the South Coast to Bomaderry.

We put the customer at the centre of everything we do and connect them with major cities and regional centres, providing access to medical, educational and leisure services as well as shopping, relatives and friends. We do this by partnering with Transport, private coach operators and rail infrastructure maintainers to deliver customer-focused services.

Our initiatives and programs are guided by our purpose and accountabilities, the NSW Government's State Priorities, Transport's strategic priorities and *Future Transport 2056*. We also align to Transport's *10 Year Blueprint* which points to the sort of organisation NSW TrainLink should be: one that is focused 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.

NSW TrainLink has 2105 employees located across the state. Many of our employees live in the regional communities that we serve.

Key facts



21.1 million passenger journeys*

- 0.94 million journeys on regional trains and coaches
- 20.2 million intercity train journeys

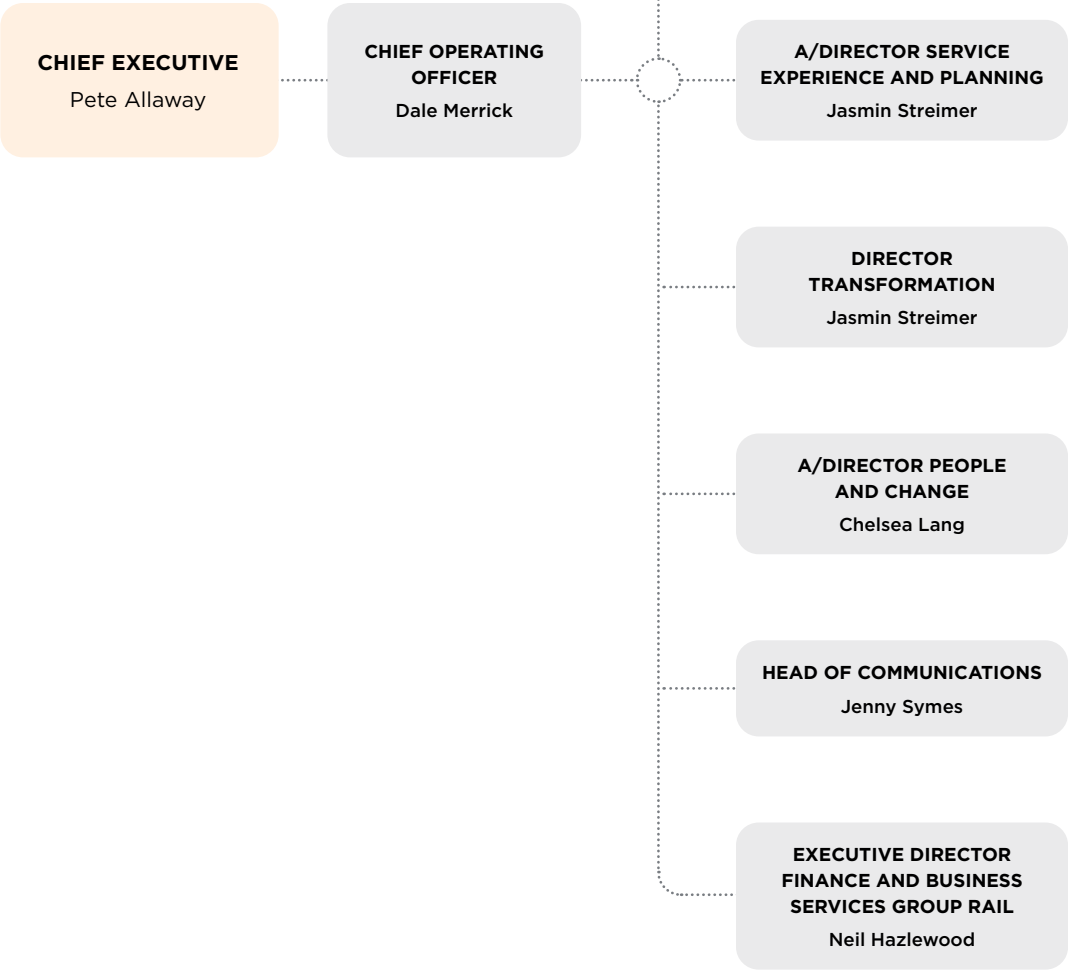
*The arrival of the COVID-19 pandemic in Australia and the introduction of Transport's CovidSafe Travel Plan saw a decline in patronage across both NSW TrainLink regional and intercity services.

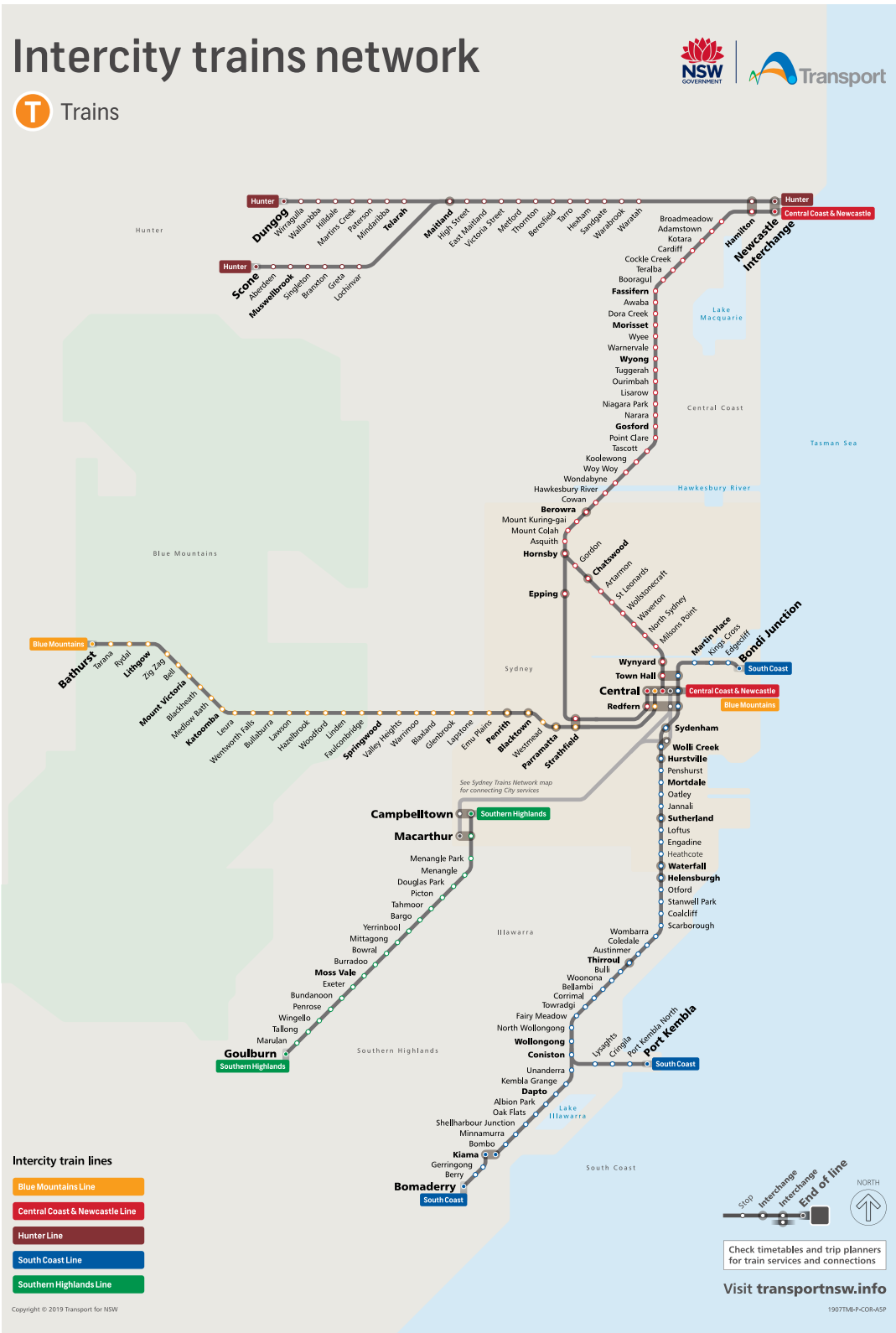
Our structure

NSW TrainLink is committed to connecting people and communities throughout NSW and improving transport options and outcomes for regional communities. Our directorates have been set up to support us to achieve this:

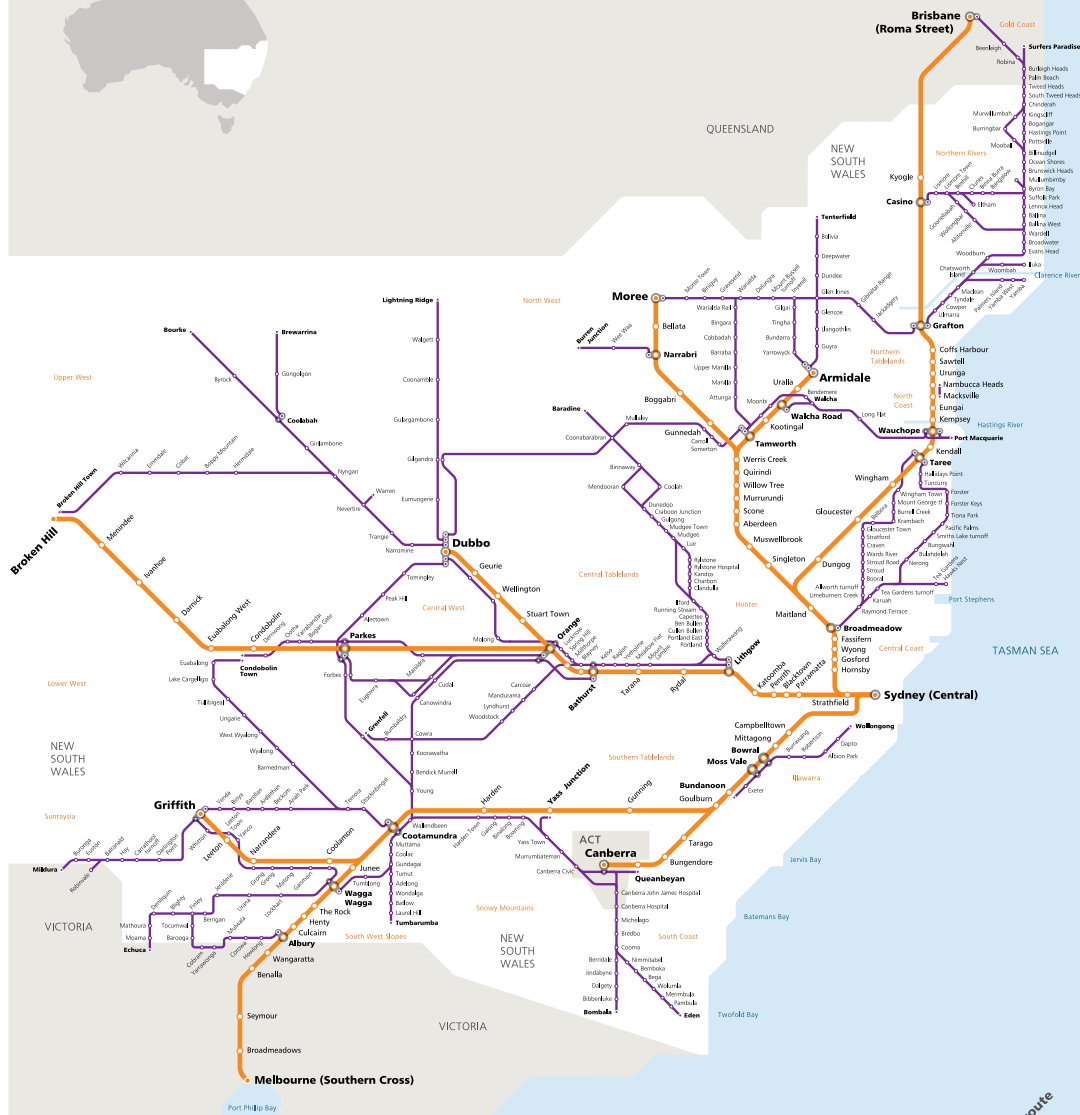
- Network Services
- Region North and Central
- Region South and West
- Service Experience and Planning
- Safety Environment Quality and Risk
- People and Change
- Transformation
- Communications
- Finance and Business Services Group Rail

Our executives





Regional trains and coaches



Check timetables and trip planners for train services and connections

Visit transportnsw.info

Delivering on our purpose

Our purpose

To connect people and communities throughout NSW.

Our partners

NSW TrainLink partners with Transport, 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 a number of coach operators, to deliver timetabled coach services state wide.

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

Connecting to the future, Transport's 10 Year Blueprint

Transport's *10 Year Blueprint* sets a medium-term direction to deliver our *Future Transport 2056* strategy. It focuses our efforts on the best responses to the challenges and opportunities of emerging technologies and mobility solutions, and the changing expectations from customers and communities about how they want to live, work and travel.

The four outcomes in the Blueprint describe the outcomes we aspire to achieve and the value we are seeking to deliver over time. They are:

Connecting our customers' whole lives

Transport plays a vital role in the lives of its customers, delivering transport solutions catering for the range of journey types needed by people and freight. Transport provides safe and seamless journeys, and new mobility options and experiences, by delivering, operating and maintaining services and infrastructure, focused on reliability, availability and customer experience.

Successful places for communities

Transport helps to create places that integrate the right mix of infrastructure, services, access and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes. Transport works in close partnership with communities to ensure the places created reflect their people and culture, protecting and enhancing communities and their environments.

Transport systems and solutions that enable economic activity

Transport systems power and connect a globally competitive, inclusive and sustainable NSW. Transport plays a critical role in driving economic growth and improving the quality of life for the people of NSW. Transport invests in network enhancements and efficient networks, and manages and maintains quality assets.

Thriving people doing meaningful work

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 and workplaces, so we are creating new opportunities for our people to fulfill their aspirations and be successful.

Our strategic objectives

Our strategic objectives are aligned to the NSW Government's State Priorities, Transport's strategic priorities and the *Future Transport Strategy 2056* as well as the *Transport 10 Year Blueprint*.

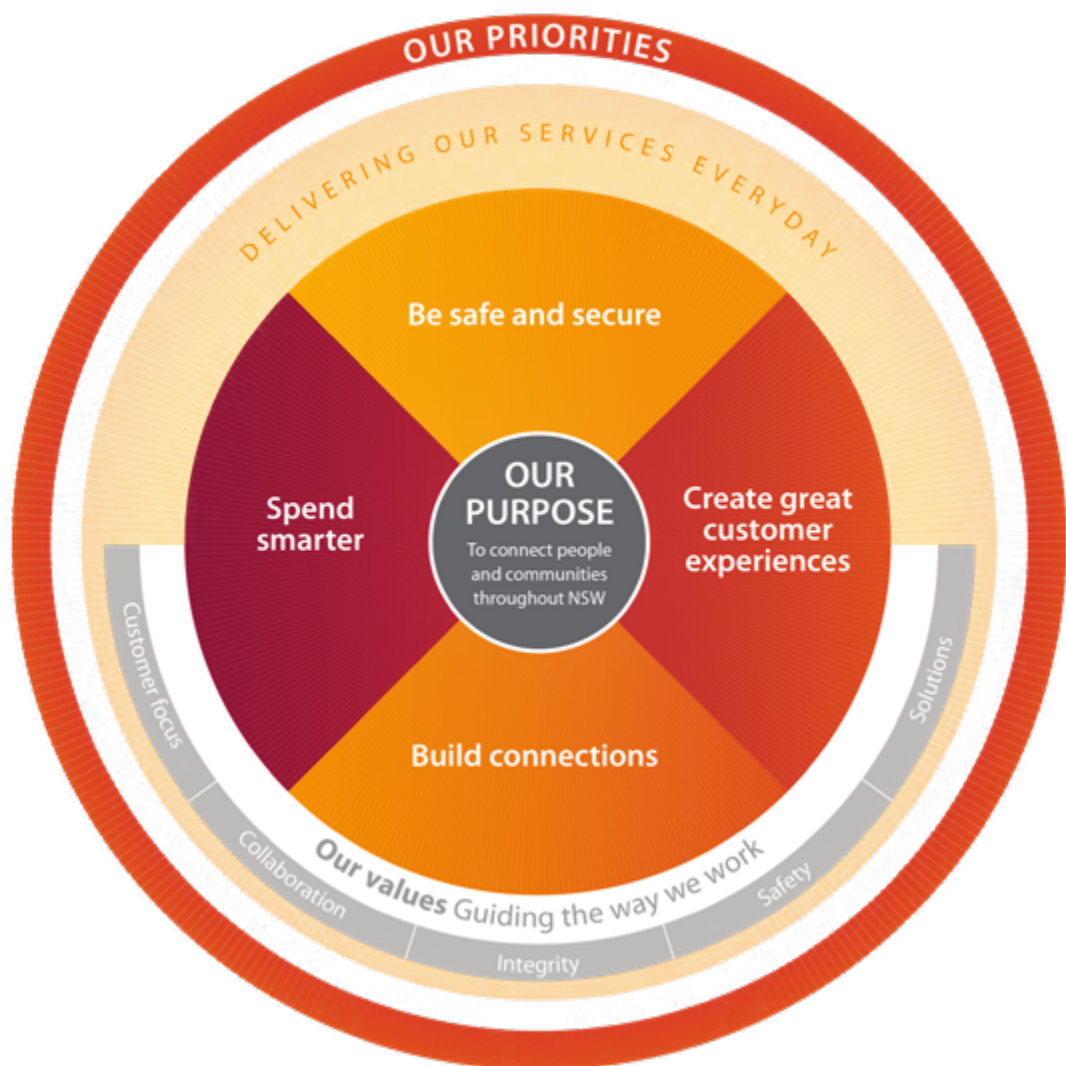
The NSW TrainLink strategic objectives provide direction and focus for the next five to 10 years. These are:

- **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 providing 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.

Our business priorities

We have 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 customer, 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.



Our five ways of leading

Our five ways of leading are for everyone, they reflect the way we want to lead and work every day, and help us realise our aspirational culture.



Empowering is about trusting 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.



Caring is about encouraging the heart, starting from a place of forming caring relationships. It includes being true to self and accepting of others, to enhance belonging and worthiness.



Creative is about 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 is about making smart choices. It includes delivering on promises, getting the basics right, leveraging what we have and staying strong for tomorrow.



Courageous is about accepting the challenges and committing to doing the right things. It includes seeing things as they are, speaking up, pushing through barriers and challenging the status quo.

Our cultural aspirations

We know we need a culture which enables us to put the customer at the centre and our people at the heart, all for the greater good. Transport has three core principles that are the foundation of everything we do at NSW TrainLink and how we work together to deliver outcomes for customers and the community. These aspirations reflect how we want our people, customers and communities to think and feel when using transport or working with us.

Customer at the centre

We are driven to deliver the best possible experiences and outcomes for our customers. We will actively engage our customers early and often, to deeply understand their needs and expectations. We will use these insights to shape everything we deliver or enable for our customers.

People at the heart

We value our people and want them to thrive. We will take action on what matters most to our people in helping them serve our customers and stakeholders, recognising that everyone's experience is different.

For the greater good

We make decisions that balance the needs of customers, communities and the people of NSW, both current and future. We make a real and lasting difference to peoples' lives and are known for the positive legacy we leave.

Delivering outcomes for the people and communities of NSW





Connecting our customers' whole lives

Coach trials

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

When determining the viability of new coach services, we consider 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 extended or converted to permanent services during the period. Customer and community feedback was collected prior to, or during, the course of the trials, with feedback used to evaluate the service as well as identify any potential improvements.

Two trials were converted to permanent services within the reporting period:

- Wagga Wagga to Canberra with 4292 customer journeys over the financial year
- Goulburn to Campbelltown (Sydney) with 7626 customer journeys over the financial year

To gauge demand outside of the COVID-19 pandemic, four additional trial services were extended to 30 June 2022:

- Goulburn to Canberra – 2559 customer journeys during the period
- Forster to Coffs Harbour – 457 customer journeys during the period
- Broken Hill to Adelaide – 1695 customer journeys during the period
- Broken Hill to Mildura – 1177 customer journeys during the period.

The Mariyung – our new intercity fleet

The new intercity fleet, now officially named the Mariyung which is the Dharug word for emu, will like its namesake, travel through significant areas of the Dharug country. This area extends from the Sydney CBD towards the Blue Mountains, as well as travelling through many other Aboriginal countries including Wiradjuri country in the west, Awabakal country in the north and Dharawal country in the south. The name Mariyung is symbolic of the diversity of our people and our ongoing commitment to acknowledging Aboriginal culture across our operations.

The Mariyung fleet will comprise 55 trains with 554 carriages, using state-of-the-art technology coupled with extensive design features focusing on safety, amenity and accessibility.

During the past year great progress has been made with 15 trains now in Australia participating in rigorous testing processes. Seven of those trains have achieved Provisional Acceptance.

In the 2021-22 financial year NSW TrainLink also secured accreditation from the rail safety regulator, confirming that our operating model and the train is safe. Once further testing, commissioning and final operational readiness activities have been completed, the Mariyung fleet will be ready for customer service.

Customer consultation and feedback

Over the last year we continued to consult widely with customers with specific needs such as vision, mobility, hearing and cognitive impairment, as well as travellers with children, luggage, prams and bicycles. Given their longer journeys, our customers have different needs and expectations to those travelling on the suburban network and we have incorporated their feedback into the fleet design, providing new levels of comfort and accessibility to improve their overall travel experience.



Mariyung train under trial on the Blue Mountains line

Kangy Angy Maintenance Facility

To service the Mariyung fleet our new purpose built Kangy Angy maintenance facility was officially opened in February 2021. This facility features six kilometres of electric rail lines, a new rail bridge, access roads and offices. It will operate 24-hours, seven-days-a-week. The Central Coast location was selected to help reduce congestion on the metropolitan network and will allow the fleet to enter service quickly on the Central Coast and Newcastle line after maintenance.

Training our crews

During the year we commenced regional training using two custom designed, state-of-the-art training simulators. The design of the simulators creates better learning outcomes and their mobility allows training to be done closer to local depots, which delivers a range of people, operational and financial benefits.

Employee consultation

While NSW TrainLink has made progress in preparing its operation for customer service, there have been significant industrial and workforce challenges that continue to cause delay. We are continuing to work with our employee representatives to resolve these issues and bring the new fleet into service, creating a much awaited and improved experience for both our employees and customers.

COVID-19

The beginning of the year saw zero new cases of community transmission of COVID-19 across Australia and lockdown restrictions were gradually eased. As a result, patronage on NSW TrainLink services began to increase as people started moving around the state again.

All through the year, our front line teams continued to work every day to provide train and coach services to customers and communities in an environment of rapid change. Our services continued operating to the normal timetable to get essential service workers to where they needed to go. Our non-operational employees continued to work from home and were able to return to hybrid working later in the reporting period.

Changing border restrictions between the states meant that our people had to implement service changes at short notice, advise customers of those changes, and manage the associated staffing and operational changes.

Cleaning was ramped up on trains and at stations, and masks were provided to customers and staff to minimise the spread of COVID-19. The Transport CovidTravel plan, with reduced capacity limits on our services, continued through most of the year. Together these strategies played an important role in keeping our customers and staff safe.

COVID-19 has shown us that the service we provide for our customers and communities is essential to maintain their connections to health, education, family and friends. Providing our train and coach services in order to serve our communities continued as a focus through the year.



Cleaning customer touch points on an Oscar train

Regional Rail project

Over the past year we sought feedback and engaged with a range of stakeholder groups on initial fleet designs and inclusions for the new regional fleet of trains.

Engagement started with low fidelity mock-ups, which were presented at a number of regional areas to gather employee and customer insight, including from disability groups. In October this progressed to a high fidelity, to-scale mock-up which arrived in Australia from Spain.

These were initially visited by 60 staff and 50 customers who were able to physically move through the spaces and touch and feel the equipment. This included key areas such as the driver's cab, saloons, buffet, luggage compartments and bathroom concepts. Visitors were able to take a seat in both premium and standard class areas.

These stakeholder engagement tours have been successful in gathering feedback to help inform the regional rail design, with more than 200 employees taking tours over the reporting period and more planned during 2021-22.

Punctuality – intercity 24 hour

The major weather events of early 2021, which included extensive flooding on the Central Coast, Hunter and North Coast lines, as well as the COVID-19 pandemic, severely affected performance of the NSW TrainLink Intercity services.

For the 2020–21 financial year, 144 NSW TrainLink peak intercity services were cancelled. The major contributing factors were flooding of infrastructure on the Central Coast and Hunter lines and major track works on the Blue Mountains line.

24 hour punctuality overall did not reach the target of 92 per cent.

Intercity FY 2020–21	OTR %
24 hrs	90.2
Sydney peak	88.5
North (electric)	90.1
Hunter Valley	90.4
West (Blue Mountains)	89.6
Southern Highlands	89.7
South Coast	90.7

Punctuality – regional train

For the 2020–21 financial year, NSW TrainLink booked regional services achieved 76.5 per cent punctuality, falling below the punctuality target of 78 per cent. The most effected lines were Melbourne, Brisbane and Casino, with all other lines exceeding target.

Speed restrictions, infrastructure and freight crossing issues were the main reasons for poor regional train performance across the network. Trains replaced by coaches due to border closures and restrictions related to the COVID-19 pandemic have also had a significant impact on the performance of services across the financial year.

Regional FY 2020–21	OTR %
All	76.5
Armidale	78.1
Brisbane	69.9
Casino	64.3
Grafton	84.4
Moree	82.7
Canberra	81
Griffith	85.7
Melbourne	65
Broken Hill	79.8
Dubbo	85.5

Punctuality – regional coach

Regional coach services continued to provide reliable customer service for the 2020–21 year, despite road closures caused by flooding and land slips, as well as border closures and restrictions related to the COVID-19 pandemic. All regions exceeded the target of 90 per cent with an overall result of 94.2 per cent which was above the previous year's overall performance of 92.5 per cent.

Coach FY 2020–21	OTR %
All	94.2
North	91.2
North West	92.6
West	97
South	94.2

Successful places for communities

Station improvements

Over the year a number of initiatives and improvements were delivered at several of our stations across the state. These improvements enhanced the station environment and improved our customers' experience. Funding for these improvements came from NSW TrainLink together with the NSW Accelerated Capital Maintenance (Stimulus) program.

Key station upgrades and improvements were completed at Armidale, Blayney, Parkes and Wauchope, and were delivered to align with the concurrent work being delivered by the Transport Access Program. Upgrades and improvements at each station included elements of the following: security enhancements, glazing and window replacement and upgrades, removal of redundant fixtures, gutter and downpipe repairs, bin and seat replacements, minor repairs and flooring

updates, rising damp resolution, and door and window frames replacement. In addition, major upgrading works began at Armidale and Wauchope Stations including re-roofing and repainting, while Parkes Station is receiving external repainting.

Bird proofing measures were completed at Culcairn, Narrandera, Gunning, Yass, Henty, Harden, Leeton, Griffith and Junee.

Two bathroom facility upgrades were commenced and are being completed at Thirroul and Millthorpe Stations. Upgrades include new fixtures and fittings and installation of new floor and wall tiles.

Carparks at stations across the state were enhanced and improved by asphalt resurfacing, line marking, the installation of wheel stops and the allocation of accessible car spaces. Nine car parks were confirmed for car park upgrades with planning, scoping and preparation works completed. Koolewong Station received the first full upgrade while the remaining stations will be delivered early in the 2021-22 financial year.



Bathurst Station



Smoking ceremony at the launch of NAIDOC week at Central Station

Events

Due to the ongoing COVID-19 restrictions, no major events were held in the first half of the financial year. The pandemic caused us to rethink the way we celebrated a number of our events and many of these were held virtually. As case numbers dropped and restrictions eased, smaller COVID-19-safe events resumed.

A number of mental health and suicide prevention related events took place, including World Suicide Prevention Day and Rail R U OK Day, which were acknowledged through awareness-raising local events. International Women's Day was celebrated across our network in March, with our regions hosting a variety of local events.

We celebrated NAIDOC Week in November, with the theme "Always was, always will be" to acknowledge the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples. The week started with a ceremony at Central Station with a number of smaller events held at many stations across the network.

The event at Nambucca Heads Station included some bush tucker tasting, with kangaroo kebabs, fresh mullet and a type of mangrove worm (Jiddy) provided by one of our Indigenous employees. Jarjums (children) from Gummaney Aboriginal Pre-school and Gilwinga Public School were welcomed at Grafton for a morning of NAIDOC Week celebrations. The children were delighted to see the arrival of an XPT into the platform and even more thrilled to see the driver's workstation up close.

Environment and sustainability

Over the year we identified strategic opportunities to help stimulate regional growth and reduce our environmental footprint. We began to develop key themes and tactical activities for an overall plan to do this. This work leverages the priority strategic environment programs and partnerships, and acknowledges the necessary partnerships in ROM, Sydney Trains and the whole of Transport to deliver environmental and sustainability outcomes for the people and communities of NSW.

During the period we welcomed our first Environment Protection Licence (EPL 21369) for rolling stock operations in NSW. The objective of this licence is to control and progressively reduce noise and air quality impacts from the operation of our rolling stock on any licensed rail network in NSW.

To achieve the objectives of the licence we will prioritise and lead a program of work to provide assurance, reporting and performance improvement. This approach is an opportunity for us to work with our regulators, partners and stakeholders to effectively implement and manage the requirements resulting from the introduction of EPLs, improve our environmental performance and lead best practice in NSW.

The *NSW Waste and Resource Recovery Strategy* released by EPA in 2014, established priorities in alignment with the NSW Government's waste reforms for 2021. The identified key areas support investment in much-needed infrastructure, encourage innovation and improve recycling behaviour.

In alignment with the Strategy, and in collaboration with Sydney Trains we installed water refill stations at Broadmeadow, Katoomba and North Wollongong Stations and Newcastle Interchange. Through the Transport Access Program water refill stations were also installed at Wauchope and the new Byron Bay Interchange. For every 600ml of water dispensed at a refill station, one single use bottle has been kept from the waste stream.

We also partnered with Suez and Sydney Trains to deliver "Recycling Matters" a program tailored to raise employee awareness of workplace recycling across our regional and intercity stations and provide tools for station managers to improve their ability to manage station waste. Over 100 of our station employees took part in a "Recycling Matters" session over the year.

This insight was shared with Transport as part of a Transport-led research project that looked at customer and employee behaviour to increase recycling rates and reduce waste generation across NSW TrainLink and Sydney Trains station operations.



New water refill station at Newcastle Interchange

Customer safety

There were 76 customer injuries reported during the year. Proactive efforts to reduce customer injuries through safety improvement programs led to an overall reduction of 22 per cent in the number of customer injuries from the previous financial year.

We continue to monitor any trends and address customer injuries and near misses, to ensure that strategies are put into place to prevent recurrences, while empowering our customer-facing staff to provide appropriate supervision and care so that customer safety is maintained.

Rail trespass

Trespass is classified as an indirect risk for NSW TrainLink operations. However, from a risk-exposure perspective, it represents our most significant risk, accounting for more than 30 per cent of our total safety risk exposure.

There were 1646 incidents of trespass reported during 2020–21, which is nine per cent more than the previous financial year when 1511 incidents of trespass were reported.

Over the year we engaged with stakeholders including Transport, rail infrastructure managers, local councils, NSW Police Transport Command and NSW communities, to reduce the risk of trespass into the rail corridor which could potentially lead to incidents resulting in fatalities, and/or serious injuries to members of the public.

We continued our collaboration with Sydney Trains and Wollongong City Council to address the high incidence of trespass at Clifton-Scarborough where members of the public were taking a shortcut to view the Seacliff Bridge. As a result of this collaboration, a rail corridor fence was installed in October 2020. This led to a reduction of more than 75 per cent of reported trespass incidents at that location for the following six months when compared with the same period for the previous financial year.

Level crossings

There were 152 incidents of violations of level crossing protocols reported during 2020–21, which is one less incident than the previous financial year.

NSW TrainLink provided support to Transport by facilitating access to regional drivers to record videos for media use. Drivers shared stories based on their experiences to help raise awareness of safety risks at level crossings as part of a level crossing safety campaign which was broadcast on regional news bulletins.

The active level crossings at Park Road Woonona and Beaumont Street Hamilton continue to be the two main hotspots for incidents involving pedestrians, while the active level crossings at School Parade Clifton and Beaumont Street Hamilton remain the two main hotspots for incidents involving road vehicles.

To reduce the incidents involving pedestrians at the School Parade level crossing we have continued to trial security cameras (mousetrap) and a remote video surveillance/warning system, introduced improved signage, and renewed and extended line markings. These have made significant progress towards improving safety at the School Parade level crossing with a reduction in the number of reported incidents from five in 2019–20 to zero incidents in this financial year.

During the reporting year, we continued to discuss safety improvement options for level crossings with Sydney Trains, Transport, local Councils and NSW Police.

Transport systems and solutions that enable economic activity

Regional Rail project

In November, the first concrete was poured at the new Regional Rail maintenance facility located at Dubbo. This event was marked with the announcement of the facility's official name – the "Mindyarra Maintenance Facility".

The word Mindyarra – a Wiradjuri word – meaning to fix or repair was chosen both to represent the literal work that will be done and to create a future of healing with the traditional owners of the land where it's located.

This construction project will boost employment in the Dubbo region, creating approximately 200 jobs during the construction phase and 50 permanent jobs after completion. It will provide long-term employment opportunities as well as skills development in the local area.

The Mindyarra Maintenance Facility will support the heavy maintenance of the new regional rail fleet of 29 new trains including 10 regional intercity, nine short regional, and 10 long regional trains, and will operate 24-hours a day, seven days a week.

Inland Rail

The Inland Rail project will provide an enhanced rail link between Queensland and Southern Australia to enable freight travelling to Brisbane to bypass the busy Sydney network. The Inland Rail project is being delivered by the Australian Government to support the projected national growth in freight over the next several decades.

The project comprises 13 individual projects, including the Narrabri to North Star project. This section of Inland Rail will upgrade 184.5km of existing rail corridor and construction of 1.7km of new track near Moree.

One of the key mitigations and considerations of the project for us is the continuation of service links between Moree and Narrabri. From April 2020 to October 2021 our XPLOER train services will be replaced with NSW TrainLink coaches between the two towns, to maintain connectivity for our regional communities while this project is being completed.

Automatic Train Protection

Automatic Train Protection (ATP) is an over speed protection system which will make our network safer for our people and customers. It provides additional safety benefits and more reliable services by ensuring trains operate within the permitted speed limit.

ATP controls the train's speed within the safe speed parameters for the section of track it is running on. If the train's speed exceeds the set parameters, and no action is taken by the driver, the train will automatically apply the brakes.

The ATP network has increased significantly and is now commissioned on the Central Coast and Newcastle Line, South Coast Line and Blue Mountains Line.

Drivers from Newcastle Interchange, Gosford, Central Intercity and Wollongong depots are now qualified to operate the on-board system, where we operate the Oscar fleet of trains.

Incidents

There was a slight increase in SPAD (signal passed at danger) incidents during the reporting period when compared to the same period in the previous year. Thirty-nine SPADs were reported in 2020-21, which is three more than the previous reporting period.

Initiatives introduced during the reporting period and ongoing to reduce the incidence of SPADs are:

- A new Safety Critical Communication training program for all safeworking staff and line management to reduce the risk of communication as a contributing factor caused by poor communication protocols.
- Trialling of electronic competence assurance assessments to enable improved data gathering and lead indicators.
- Greater communication to drivers on lessons learnt and strategies to mitigate future occurrences.
- Participation in industry SPAD groups, the Rail Industry Safety and Standards Board and the International Mainline Rail Benchmarking Group, to share strategies, innovation and benchmarking.
- Greater partnering with rail infrastructure maintainers (RIMs) on SPADs, safety critical communication, signal sighting, track conditions, sharing investigations and industry learnings.

Video management system

During the year we successfully upgraded the video management system (VMS) which manages the closed circuit television (CCTV) camera system on 41 regional stations. The system required an urgent upgrade including relocation to a secure communications facility to comply with both Transport's and vendor standards and compliance. The state of the art data centre is now fully operational with power and data redundancy to ensure CCTV is operational at all times on our regional stations.

CCTV/CHIP Enhancements project

The CCTV and Customer Help Information Point (CHIP) Enhancement project was successfully completed in early 2021, providing additional CCTV capability to the same 41 regional stations.

New 360 degree camera technology was installed to meet heritage and electrical standards, and new capability was provided for staff to monitor activity on platforms, coach bays and inside waiting rooms with a dedicated CCTV workstation.

There are now more than 600 lenses constantly monitoring activity on 41 attended and unattended regional stations. The completion of this work concludes the delivery of the Smart Stations program which has enabled new operational technology and information systems on more than 70 stations across our network. Enhancements included CCTV cameras, digital public address systems, station passenger information screens, long-line digital voice announcements, electronic customer information boards and remote access technology.



A customer help information point.

Thriving people doing meaningful work

Safety improvement programs

Through the SAFELink Safety Strategy, we have committed to a continuous safety improvement program, supported by data and analytics.

As a part of this, the leadership team has committed to developing and delivering the following four key projects:

- a dedicated safety, environment and risk component/element as part of the employee on-boarding process – currently in the initial phase
- a program of safety capability within the NSW TrainLink leadership
- a Social Obligations and Environmental Sustainability Plan for our agency – included in the NSW TrainLink strategy which links to the ROM and Transport programs
- a program of "safety interactions".

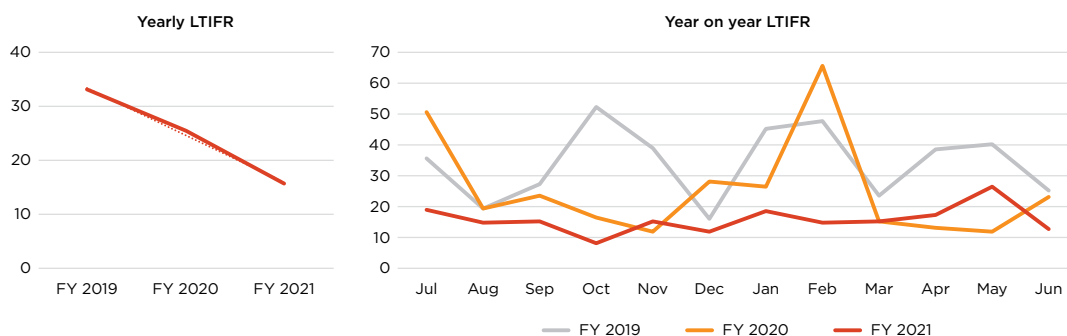
Each of these key projects is supported by a sponsor from the Executive Leadership team, assisted by people from across the business and at all levels.

Employee injuries

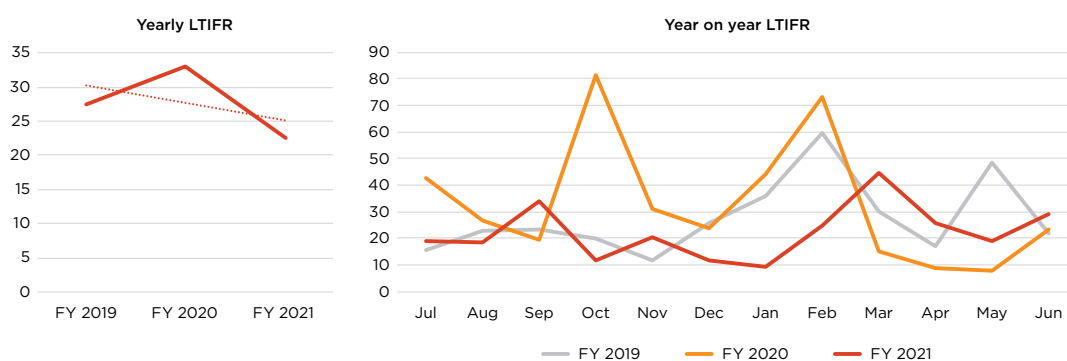
The key indicator for employee safety is the Lost Time Injury Frequency Rate (LTIFR), a measure of the number of injuries resulting in time lost from work, per million hours worked.

We continued to see an overall improvement through the reporting period for both physical and psychological LTIFR, even though our employees were exposed to higher levels of safety risks associated with force majeure events. This has been attributed to the ongoing deployment of programs included in NSW TrainLink SAFELink strategy.

Physical



Psychological



NSW TrainLink comparative trends for the past three financial years

Our LTIFR has improved overall by 35 per cent over the previous financial year, which has been driven by a 40 per cent improvement to the physical LTIFR and an improvement of 32 per cent to psychological LTIFR.

LTIFR	2019-20	2020-21	% change
Physical	25.47	15.31	-40%
Psychological	33.07	22.45	-32%
Total	58.54	37.76	-35%

Comparative LTIFR for the past two financial years

As always, our employees worked with dedication to deliver business as usual. They continued to provide safe services for our customers and communities, despite uncertain times imposed by the COVID-19 pandemic.

Our SAFELink strategy continued to deliver improvements through the Incident and Injury Reduction and the Safety Culture programs. Initiatives delivered under these programs led to visible lowering trends in both physical and psychological LTIFR throughout the year.

Initiatives that have contributed to the improvement in LTIFR include:

- proactive hazard reporting so incidents can be prevented before they happen
- ongoing onsite physio at Newcastle and Central, which has contributed to fewer muscular skeletal injuries
- rollout of training for critical incident support
- implementation of incident and injury investigation reviews to promote lessons learnt and prevent injuries before they happen
- revised investigation procedure with inclusion of root cause analysis as a minimum for all lost time injuries
- review and rollout of the critical incident support procedure.

Mental Health First Aid program

At NSW TrainLink we are committed to implementing programs that support the health and wellbeing of our workforce. The Health Services Team supports both NSW TrainLink and Sydney Trains with a variety of programs and initiatives focusing on promoting a healthy, engaged and safe workforce. Through a number of high-quality and evidence-led programs, Health Services aim to support the reduction of impacts and costs associated with mental health conditions, physical injuries and the general ill health of workers.

Our employees are faced with highly complex tasks, in an often demanding and ever-changing environment, as well as exposure to traumatic events on the network. The Health Services Team has completed significant work to increase mental health literacy across the organisation and provide programs to support employees to deal with traumatic incidents and events.

The Mental Health First Aid program has been one of many effective tools used in enhancing mental health literacy across the network. A number of Mental Health First Aid courses have been delivered to our teams and we have a growing network of employees as part of this initiative. NSW TrainLink has a total of 85 Mental Health First Aiders across the organisation.

Health and wellbeing

Through a preventative approach, the NSW TrainLink Health and Wellbeing program focuses on health literacy, injury reduction and assisting frontline employees to be fit for duty. A range of initiatives fall under this large program which supports employees to thrive both physically and emotionally, at work and beyond.

We aim to motivate employees to better their health behaviours and outcomes through a number of physical health programs, such as tailored one-on-one health coaching for at-risk workers, annual health checks and flu vaccinations, onsite physio clinics and integrating activity challenges through online platforms.

Key highlights in the past financial year included:

- 93 employees received physiotherapy onsite at Newcastle Interchange with 11 of those being WorkCover cases. The main problem areas treated were shoulder and knee followed by back and elbow/forearm.
- The opening of the Central Station Physio Clinic in March 2021. Opening hours were also extended to three days a week to meet demand.
- During November and December 2020, over 400 health check interactions were delivered across 12 locations through three different options:
 - onsite health checks
 - installation of self-service machines providing readings on heart rate, blood pressure, weight, BMI etc
 - Virgin Pulse Health Risk Assessment.
- 393 employees received flu vaccinations in onsite flu clinics with 95 chemist vouchers downloaded.
- The Virgin Pulse app – an ongoing initiative that is highly effective in delivering health messages to our regionally-based employees. To increase app uptake and utilisation, participation has been incentivised in various programs such as flu vaccinations, health checks and step challenges.
- Update of Virgin Pulse app Digital Health Risk Assessments.
- Rail RU OK? and RU OK? days were acknowledged through local gatherings, a workplace communications campaign and livestream events.

Wallan incident

On 10 June 2021, the Australian Rail Safety Bureau (ATSB) released its interim report into the derailment of an XPT train at Wallan in Victoria on 20 February 2020. Its investigations are ongoing.

The safety of our staff and customers is our utmost priority and we have already put several new safety measures and actions in place including:

- the development of new procedures which ensure daily access of the ARTC WebRams system
- amendment of procedures to include a risk-based escalation process for safety critical information that may require a different delivery medium, such as face-to-face driver briefings conducted by qualified workers
- additional resources to ensure that NSW TrainLink has 24/7 frontline leader coverage across the network
- the review of interface agreement risks from all RIMs to identify and assess our systems and procedures for managing interface safety risks with the relevant RIM
- a range of initiatives to enhance safety critical communications including:
 - the development of a new program to strengthen safety critical communication across our rail safety workers
 - international benchmarking against safety critical communication systems used by other rail operators
 - risk workshops with key internal and external stakeholders to identify opportunities to strengthen safety critical communications
 - the development of a Proof of Concept to identify solutions to mitigate any known risks and prove the proposed solution is workable by creating a Minimum Viable Product. This product can be shown to stakeholders for their feedback and validation of the solution architecture.

Employee engagement

People Matter Employee Survey

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, wellbeing, safety 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 2020, 1078 of our people responded, which is 52 per cent of our organisation. Our overall employee engagement increased over 2019 to 59 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, our people leaders discuss the results with their direct reports. Workshops are facilitated to develop pragmatic, relevant and customised actions to be implemented in each business area.

We continue to support local communities by donating \$1 worth of travel for every survey completed. A total of \$1100 in travel services was donated to the Lions Club in 2020. They have a proud history of volunteering in disaster and emergency relief, medical research and community service.

In 2020, we took the approach of creating agency-wide action planning focusing on improving the recruitment experience. Perception of recruitment was one of our key areas of improvement. As a result, projects focusing on education and support in recruitment and hiring process will be a key deliverable for 2021-2022. For example, we have developed a dedicated "Careers at NSW TrainLink" page on our intranet to make it easy for our people to view what opportunities are available for their development, as well as support materials including guidelines and FAQs for hiring managers.

These initiatives aim to educate our applicants and hiring managers on the recruitment process and ensure consistency, transparency and merit-based selection decisions. We aim to implement more initiatives in the future and increase the satisfaction score for recruitment in the 2021 PMES survey, as well as contribute to better recruitment outcomes and development opportunities for our people.

Guard recruitment program

To meet future customer and business needs a new strategy for the recruitment and initial employment training of train crew has been established. The Train Crew Career Journey strategy is a forward thinking, contemporary approach designed to mitigate crew resourcing challenges. With the aim to both enhance career progression opportunities for existing staff and recruit external talent into train crew roles, there is a clear purpose to provide a sustainable internal and external recruitment supply channel for our train crew roles.

The Career Journey strategy delivers the following outcomes:

- sustainable solution to ongoing and increasing workforce gaps
- contemporary workforce planning methods and a best practice recruitment model
- consistent and transparent approach to career development and progression for our people
- investment in people development according to knowledge, skills and behaviours (values and attitudes)
- excellence in customer service (customer journeys and customer experience)
- a championing of our safety culture, rules and procedures that ensures customer and staff safety.

Starting with a focus on our guards, the Career Journey to Guard program provides a much needed supply channel for filling vacant intercity guard positions. Each program consists of a blend of classroom-based and on-the-job practical learning modules, with a trainee learning pathway duration of four to six months. For the reporting period there were six successful Career Journey to Guard programs implemented, with a further three programs slated for the first six months of the next financial year.

A targeted internal and external recruitment campaign, a first for us, was launched in early 2021 and a Mount Victoria and Lithgow Guard program commenced on 29 March with eight trainees. These trainees have undertaken their learning program in locations in and around Mount Victoria and Lithgow, supporting our commitment to "learn and work where you live".

An external recruitment campaign for Central intercity guards garnered 627 external applications. Forecasting for delivery of guard programs into 2022 and beyond based on in-depth workforce data analysis has commenced, ensuring this strategic approach is embedded and ongoing.

Realignment of station staff

The customer service role at NSW TrainLink stations has evolved. A number of functions that were once core no longer exist including ticket sales and cash handling. Customer expectations have also changed with technology, such as apps, providing more real time information directly to the customer.

We continue to evolve our frontline leadership structure across the Agency to support our strategy and create career pathways for our people, and we have undergone a program to realign station staffing positions in line with changes previously successfully introduced.

Over the year, we introduced the Area Customer Service Manager position across our intercity locations in the South and West region, as well as at Central, Gosford, Tamworth and Taree in the North and Central region. The role of the Area Customer Service Manager allows us to be more flexible and adaptable in our operational environment, with an improved scope to allow for our leadership positions to focus on people-related outcomes and our customer facing people to deliver great multi-modal customer experiences.

Diversity and inclusion

Reconciliation Action Plan

In 2019, Transport launched the 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. In 2020 we have continued to work on the actions from the RAP.

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.

With the NSW Public Sector target to increase representation of Aboriginal and Torres Strait Islander employees set at three per cent in all non-executive salary classes by 2025, NSW TrainLink already has, as at 30 June 2020, 2.5 per cent of our staff identify as Aboriginal and/or Torres Strait Islander.

Women in leadership

We continue to have a strong focus on encouraging gender balance in the workplace, with 42.9 per cent of our Senior Service leadership roles held by women, which has remained steady since 2019. We have continued to develop succession planning, talent development and targeted recruitment opportunities to further increase the representation of women in senior leader roles.

Over the reporting period, there was a targeted increase in the number of women in frontline leadership roles, including Shift Managers and Area Customer Service Managers. These efforts will support future succession to senior manager and executive leadership positions.

In addition, we facilitated and promoted a number of networking and mentoring events for women, including International Women's Day.

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



Financial overview



Tickets and Information



Financial results

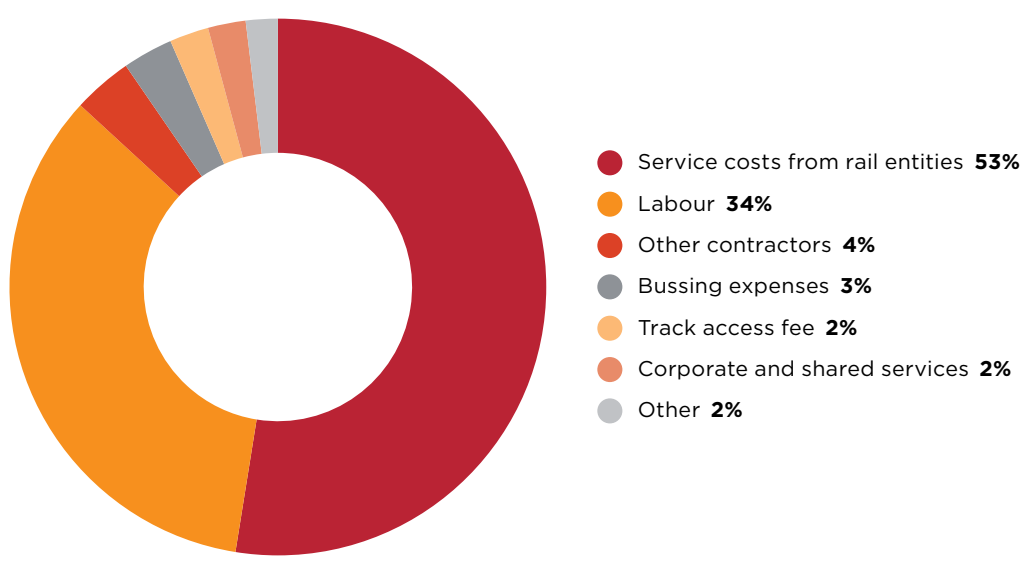
The 2020-21 financial year was characterised by various financial pressures and operational challenges resulting from COVID-19 and its impact on our customers, communities and staff.

On a reported basis, NSW Trains achieved a surplus from operations of \$56.0 million in 2020-21 compared to a deficit from operations of \$47.2 million in 2019-20. On an underlying basis, after excluding COVID-19 funding and COVID-19 costs, along with other one-off funding contributions, NSW Trains deficit from operations was \$57.2 million.

Given the COVID-19 impact on operations, ranging from service changes linked to interstate border closures to implementation of on-board physical distancing measures to reduce capacity across all NSW TrainLink services, total income from operations decreased by \$34.2 million or 25.1 per cent to \$102.2 million in 2020-21. Intercity customer revenue decreased by \$21.8 million or 37.4 per cent year-on-year and regional customer revenue decreased by \$17.1 million or 45.2 per cent year-on-year.

Total operating expenses decreased by \$25.8 million or 2.9 per cent to \$854.0 million in 2020-21, despite the increased cleaning costs linked to COVID-19. The reduction in expenses is partly associated with the higher bussing expenses in the prior year linked to alternate transport arrangements arising from the natural disasters and derailment. We continued to operate additional coaches in 2020-21 to shadow train services to help offset some of the reduced train capacity introduced as part of the response to COVID-19. The reduction in service costs from Sydney Trains also contributed to the lower expenses in 2020-21.

Operational expenditure 2020-21



Government contributions

Government contributions increased \$111.6 million or 16.0 per cent to \$807.8 million in 2020–21 to help fund the operations of NSW TrainLinks. The full-year impact of COVID-19 has resulted in higher government contributions to help offset the customer revenue loss, along with the increased cleaning and bussing costs. The higher contributions have also helped fund regional projects.

Capital projects

NSW TrainLink invested \$8.0 million in 2020–21 across various operational and stimulus capital projects. The operational projects included:

- installation of CCTV and CHIP capability across a number of regional stations to improve safety and security
- installation of desks at the Rail Operations Centre to support the Maryung customer operations team
- creation of a new customer service area and refurbishment of offices at Gosford Station
- station refreshes across a number of regional stations including Wauchope, Parkes and Armidale
- information technology upgrades to improve the customer information and booking experience.

The stimulus projects were delivered across regional NSW and included station car park and station uplifts, along with the redesign and upgrade of staff accommodation areas at Wollongong Station.

Financial sustainability

Financial sustainability is a key focus area for NSW TrainLink 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 and introduce trial coach services following community feedback.

Major events – financial impact

NSW TrainLink provided an essential service to communities during COVID-19. A full train and coach timetable operated with additional cleaning and physical distancing measures in place to help ensure the safety of our customers and our people. The impact of COVID-19 was reflected in the financial results, with lower customer revenue and patronage reported, with customers resetting their travel patterns, work locations and ways of working.

Appendices





Appendix 1: Customer satisfaction

Customer feedback

NSW TrainLink is committed to responding appropriately to our customer complaints and feedback, using the insights generated from the process to guide business decisions and improve the products and services we offer.

The Sydney Trains Customer Relations Unit manages NSW TrainLink feedback on our behalf. It has a Complaints and Feedback Management Standard, which defines the minimum mandatory requirements to meet the commitments outlined in the Transport Customer Complaints and Feedback Policy.

Complaints, compliments, enquiries and suggestions about NSW TrainLink can be made online via several channels:

- Transport Info Feedback (transportnsw.info)
- apps such as Feedback2Go and Opal travel, available for both Android and iOS devices.
- Facebook chat
- Twitter.

Customers without access to digital channels may lodge feedback with the 131 500 call centre or by mail.

Customer engagement (via 131 500) decreased over the year, due reduced customer travel as a result of COVID-19 travel restrictions. NSW TrainLink received 5948 items of feedback (letter, phone and web) during the reporting period of which 603 were compliments.

- 3533 (59%) complaints were received with the top three issues being timeliness of services, safety and security, and service information.
- 1229 (21%) enquiries were made with the top three issues being ticketing services (refunds), service information (timetable, hardcopy of timetables) and safety.
- 603 (10%) compliments were received with the majority about staff customer services
- 583 (10%) items of feedback were received with the top three around safety and security (behaviour of other passengers), ticketing and comfort (cleanliness)

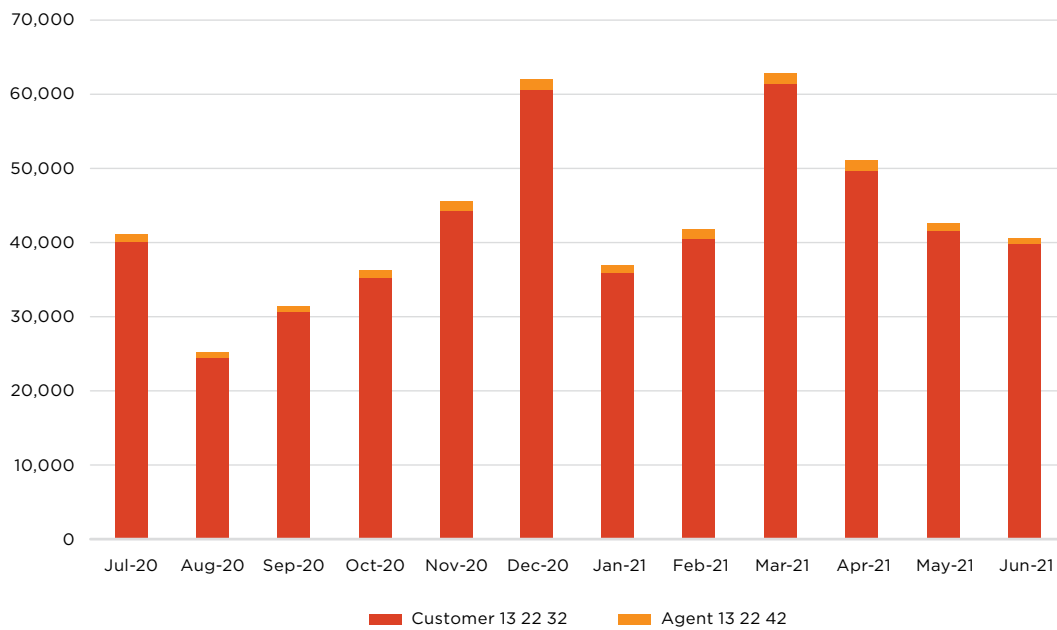
Customer feedback	2019-20	2020-21
Total	9304	5948
Complaint	5730	3533
Compliments	812	603
Enquiry	1853	1229
Feedback	909	583

Twitter interaction	2019-20	2020-21
Total	24,898	25,345
@TrainLinkWest	6505	6785
@TrainLinkNorth	11,607	11,670
@TrainLinkSouth	6786	6890

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 selling agents. With fewer customers moving across the network due to COVID-19, call volumes were considerably reduced when compared to prior years, with 518,685 calls recorded over the reporting period. Lines are open 24/7 for recorded arrival and departure times, with live agents available to take customers' enquires, bookings and modify bookings between 7 AM - 10 PM.

Calls to the NSW TrainLink contact numbers



Appendix 2: Disability Inclusion Action Plan

Employees with a disability

The NSW Public Sector has a disability inclusion target of 5.6 per cent of 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 June 2021 we are on track to achieve this target with 2.5 per cent of our current workforce identifying as an employee with disability. Over the next financial year, our focus will be to partner with ROM and Transport to identify further opportunities to attract, retain and support people with a disability in our workforce.

In December 2020, 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. We are also a part of two important initiatives

available to people in Transport — 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 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.

Appendix 3: Multicultural policies and services

NSW TrainLink 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 Transport's new Multicultural Plan for 2020-21 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.

Appendix 4: Access to government information

Obligations under the *Government Information (Public Access) Act 2009*

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 TrainLink 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

During the reporting period, our agency received a total of 17 access applications (including withdrawn and transferred applications but not invalid applications).

Number of refused applications for Schedule 1 information

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

Table A: Number of applications by type of applicant and outcome

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Not-for-profit organisations or community groups	2	1	0	0	0	0	0	0
Members of the public (application by legal representative)	0	2	0	2	0	0	0	0
Members of the public (other)	4	2	0	2	0	0	0	0
	6	5	0	4	0	0	0	0

Table B: Number of applications by type of applicant and outcome

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications	2	2	0	1	0	0	0	0
Access applications (other than personal information applications)	4	1	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	2	0	2	0	0	0	0
	6	5	0	4	0	0	0	0

A personal information application is an access application for personal information (as defined in clause 4 Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	1

Table D: Conclusive presumptions of overriding public interest against disclosures: matters listed in Schedule 1 of the GIPA Act

Consideration category/type	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport Safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table E: Other public interest consideration against disclosure: matters listed in table to section 14 of the GIPA Act

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	15
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	1
Total	17

Table G: Number of applications reviewed under Part 5 of the GIPA Act (by type or review and outcome)

	Decisions varied	Decisions 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 made 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 GIPA Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act (by type of transfer)

	Number of applications transferred
Agency-initiated transfer	2
Applicant-initiated transfer	0

Appendix 5: Privacy Management Plan

NSW TrainLink has a Senior Legal Counsel who manages matters under the *Privacy and Personal Information Protection Act 1998* and there were no requests for any reviews during the reporting period.

Appendix 6: Disclosure of controlled entities and subsidiaries

NSW Trains had nil controlled entities or subsidiaries during the financial year.

Appendix 7: Legal change

Transport Administration Act 1988

NSW Trains is a NSW Government agency constituted under the *Transport Administration Act 1988* (NSW). The Act states the common objectives and service delivery priorities of public transport agencies.

NSW Trains is subject to a wide range of agency-specific legislation across transport and passenger operations; as well as complying with whole-of-government legislation, which governs the operations of agencies.

Appendix 8: Audit and risk management

Internal Audit and Risk Management Attestation Statement for the 2020-2021 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 Governance & Analytics
NSW Treasury
GPO Box 5469
Sydney NSW 2001

Dear Director,

**TPP20-08 Internal Audit and Risk Management Policy for the NSW Public
Sector – NSW Trains Attestation Statement**

In accordance with the requirements of TPP20-08, please find attached NSW Trains Internal Audit and Risk Management Attestation Statement, which attests that the core requirements were in place for the 2020-2021 Financial Year.

Yours sincerely,

A handwritten signature in grey ink, appearing to read 'Dale Merrick'.

Dale Merrick
Acting Chief Executive
NSW Trains

21 September 2021

Internal Audit and Risk Management Attestation Statement for the 2020–2021 Financial Year for NSW Trains

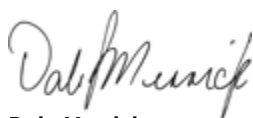
I, Dale Merrick, am of the opinion that NSW Trains has internal audit and risk management processes in operation that are compliant with the seven (7) core requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core requirements	Compliant, non-compliant, or in transition
Risk management framework	
1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal audit function	
2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and risk committee	
3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2 The Accountable Authority shall ensure 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 FY2020–2021 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
- Independent Member 3, R. Wheatley, 1 January 2021 – 31 December 2022



Dale Merrick
Acting Chief Executive
NSW Trains

21 September 2021



Shane Campbell
Acting Executive Director Internal Audit &
Fraud & Corruption Prevention
shane.campbell@transport.nsw.gov.au
(designated NSW Trains Chief Audit Executive)

Risk management

NSW TrainLink 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. The register is periodically reviewed by the Chief Executive, NSW TrainLink and the NSW TrainLink Leadership Team to monitor risk trends. There is 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 the 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.
- Control Owners required to ensure their controls are in place and 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.
- Independent oversight of the SRR and associated Safety Management System processes by the Safety Committee and also in the form of an annual audit by the Office of the National Rail Safety Regulator.

Appendix 9: NSW Cyber Security Policy attestation statement



Cyber Security Annual Attestation Statement for the 2020-2021 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.

NSW Trains has an Information Security Management System in place.

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.

A handwritten signature in black ink, appearing to read 'Pete Allaway', is positioned above the printed name.

Pete Allaway

Chief Executive

Appendix 10: Insurance

The NSW Treasury requires all NSW Government agencies, other than state-owned corporations, to undertake Principal Arranged Insurance (PAI) through Insurance and Care NSW (iCare) for all government capital works projects estimated to cost \$10 million or more.

Transport is a member agency of the Treasury Managed Fund (TMF). Our insurance policy is based on TMF's statement of cover and provides for:

- workers' compensation
- legal liability
- property
- miscellaneous risks
- comprehensive motor vehicle.

Contractor Arranged Insurance (CAI) is required for any contract not covered by PAI. CAI is taken out by contractors to protect themselves against potential risks and liabilities that could arise as a result of services provided under the contract. All contractors engaged by NSW Trains must provide a certificate of currency.

Appendix 11: Public interest disclosure

NSW TrainLink's actions to meet its staff awareness responsibilities under section 6E(1)(b) of the *Public Interest Disclosures Act 1994* include:

- PID information contained in policy and procedures
- Code of Conduct
- links contained on the NSW TrainLink internet
- information contained on the NSW TrainLink intranet
- information communicated via briefing papers and staff communication.

Public Interest Disclosures Act 1994

Public Interest Disclosures for NSW TrainLink 2020-21

Information requested	Number
Number of public officials who have made public interest disclosures to NSW TrainLink	0
Public interest disclosures made by public officials in performing their day-to-day functions	0
Public interest disclosures not covered by the above that are made under a statutory or other legal obligation	0
All other public interest disclosures	1
Number of public interest disclosures received by category:	
Corrupt conduct	1
Maladministration	0
Serious and substantial waste of public money or local government money	0
Government information contraventions	0
Local government pecuniary interest contraventions	0
Number of public interest disclosures received	1
Number of public interest disclosures finalised	1

Appendix 12: Account payments and grants

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

Measure	Financial year 2020-2021				
	Quarter Average	Q1	Q2	Q3	Q4
Suppliers					
Current (i.e. within due date)	1.80 M	1.26 M	4.74 M	0.06 M	1.13 M
Less than 30 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
Between 31 and 60 days overdue	0.00 M	0.00 M	0.00 M	0.00 M	0.00 M
Between 61 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
Small business suppliers					
Current (i.e. within due date)	0.02 M	0.04 M	0.06 M	0.00 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 TrainLink

Measure	Financial year 2020-2021	Q1	Q2	Q3	Q4
Suppliers					
Number of accounts due for payment	14,472	3952	3051	3131	4338
Number of accounts paid on time	14,429	3949	3050	3116	4314
Target % accounts paid on time	90.00%	90.00%	90.00%	90.00%	90.00%
Actual % accounts paid on time	99.70%	99.92%	99.97%	99.52%	99.45%
\$ amount of accounts due for payment	583.10 M	124.78 M	157.37 M	147.67 M	153.28 M
\$ amount of accounts paid on time	582.38 M	124.71 M	157.37 M	147.41 M	152.89 M
Actual % accounts paid on time (based on \$)	99.88%	99.95%	100.00%	99.83%	99.74%
Number of payments for interest	-	-	-	-	-
Interest paid on overdue accounts	-	-	-	-	-
Small Business Suppliers					
Number of accounts due for payment	297	75	57	84	81
Number of accounts paid on time	271	75	57	72	67
Actual % accounts paid on time	91.25%	100.00%	100.00%	85.71%	82.72%
\$ amount of accounts due for payment	3.73 M	1.20 M	0.83 M	0.87 M	0.83 M
\$ amount of accounts paid on time	3.61 M	1.20 M	0.83 M	0.81 M	0.76 M
Actual % accounts paid on time (based on \$)	96.75%	100.00%	100.00%	93.55%	92.13%
Number of payments for interest	-	-	-	-	-
Interest paid on overdue accounts	-	-	-	-	-

Appendix 13: Land disposal

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

Appendix 14: Overseas travel

There was no international travel undertaken by any NSW TrainLink employee over the 2020-21 financial year.

Appendix 15: Work health and safety performance

Work health and safety performance

NSW TrainLink health and safety responsibilities are managed through the Safety Management system which meets the obligations under the *Work Health and Safety Act 2011*.

We have comprehensive health and wellbeing programs to support our workers.

NSW TrainLink is a licenced self insurer for workers' compensation under the *Workers Compensation Act 1987*. Claims management and return to work services are provided by Transport.

In accordance with the provisions of section 38 of the *Work Health and Safety Act 2011*, NSW TrainLink reported three incidents involving serious injury to a worker to SafeWork.

Work health and safety performance

	2021
Notifiable incidents to SafeWork	3
LTI due to workplace related injury or illness	111
LTIFR per million hours	37.76
Total claims LTI	208
Total claim cost (\$millions)	2.67
Prosecutions reported	0
Prosecutions under the Act	0
Workplace safety Inspections	0

Appendix 16: Executive and employee remuneration

Our executive

Senior executive remuneration Bands 1 to 4.

In 2020–21, the percentage of total employee expenditure relating to senior executives was 1.5 per cent compared with 1.7 per cent in 2019–20.

Number and remuneration of senior executives

Transport Senior Service level	Female	Male	Total	Average total remuneration package
TSSE Band 3				
2020–21	0	0	0	
2019–20	0	1	1	\$506,548
TSSE Band 1				
2020–21	5	13	18	\$243,969
2019–20	5	13	18	\$249,769

** NSW TrainLink has no Band 2 TSSE

Exceptional movements in wages, salaries or allowances

Employees received an increase in pay of three percent effective 1 May 2021 as provided by the 2018 Enterprise Agreement.

Total employee headcount by salary band

Annual salary	2020–21 Total count		
	F	M	Total
<\$50,000	0	0	0
\$50,001 – \$75,000	327	673	1000
\$75,001 – \$100,000	100	677	777
\$100,001 – \$125,000	37	115	152
\$125,001 – \$150,000	24	73	97
>\$150,000	40	39	79
Total	528	1577	2105

Appendix 17: Workforce diversity

Information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements. Our commitment is to build an inclusive workplace that values the contribution of all our people, regardless of gender, race, religion, cultural background, sexual preference or ability, and reflects the diversity of the customers and communities we serve. Developing a workplace culture of respect and inclusivity is important to us.

Representation of workforce diversity groups

Workforce diversity group	Benchmark (By 2025)	2017	2018	2019	2020	2021
Women in the workforce	50%	25.3%	25.1%	24.40%	25.34%	26.1%
Women in senior positions	35%	29%	33.8%	35.85%	42.86%	44.4%
Aboriginal, Torres Strait Islanders	3%	1.7%	1.87%	2.24%	2.47%	2.6%
Disability	N/A	2.4%	2.54%	2.78%	2.52%	2.4%
Disability and require adjustment	1.5%	1.2%	0.33%	0.10%	1.89%	1.9%

Appendix 18: Workforce relations and policy

Workforce relations and policy

Workforce Relations and Policy has supported extensive consultation engagement with the workforce and their representatives, to support both daily operations and change programs which maintain and improve services to the community.

Many initiatives, policies and procedures were implemented or commenced to support NSW TrainLink's management and employees, including:

- introduction of improved fatigue management safety systems
- ongoing engagement for the introduction of the new fleet
- a review and improvement of critical incident support
- More Trains More Services, a significant increase in crew numbers at Wollongong depot
- South and West Frontline changes
- North and Central Frontline changes
- a review and consultation with unions, on employee and operational related procedures

Human resources policies and practices

In the past year, a number of People and Culture initiatives, policies and procedures were implemented to support NSW TrainLink's management and employees, including:

- As part of our commitment to simplifying time and leave, NSW TrainLink non-rostered staff falling under the RC classification in the Enterprise Agreement have been transitioned to Transport Equip. All time and leave is now managed via Transport Equip for these staff members.
- There has also been an increase in HR Self Service and Manager Self Service functionality that is now available through Equip for NSW TrainLink staff.

- A talent and succession review for senior managers has been undertaken.
- Enhanced Paid Parental Leave provisions have been made available to eligible employees from 1 July 2021.
- NSW TrainLink has committed to achieving gender equity and an inclusive workplace, and this brings us one step closer to making this a reality for our staff.
- The Critical Incident Support (CIS) Procedure has been updated to reflect current operational practices and a new CIS Guide for Managers has been launched supporting our staff.
- Existing policies and practices were reviewed to ensure alignment with undertakings from the 2018 Enterprise Agreement.

Industrial relations policies and practices

The NSW TrainLink Enterprise Agreement, made in 2018, continued to be in force through the reporting period. Bargaining for a new Agreement commenced in June 2021.

Annual Report accessibility requirements

The NSW Trains Annual Report complies with Web Content Accessibility Guidelines, as per Digital.NSW's design standards.

NSW Trains

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