

NSW TrainLink Corporate Plan

2021-22



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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 2021 and 30 June 2022.

As a part of the Transport Regional and Outer Metropolitan division, NSW TrainLink's purpose is to connect people and communities throughout NSW.

Our 2021 strategy is a reflection of the changing transport needs of the customers and communities throughout regional and outer metropolitan NSW, with a customer service offering that supports opportunity and growth throughout the State.

Over the next year, and beyond, NSW TrainLink will continue to work to become a modern, contemporary and sustainable customer service provider.

It's a future where customers enjoy seamless journeys across all modes of transport and our communities will be thriving places of economic growth with more locals and visitors using our services. These services will contribute to the social and environmental wellbeing of these communities.

Our people will be known for delivering customer service excellence. They will feel safe and keep others safe. They will feel valued and supported, confidently moving into the jobs of the future.

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's 10 Year Blueprint and Future Transport 2056 strategy.



Pete Allaway

Chief Executive
NSW TrainLink

Background

We provide transport 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 and outer metropolitan NSW.

The NSW TrainLink Corporate Plan reflects the NSW Government's State Priorities, Transport's strategic priorities and the Future Transport Strategy 2056. It also reflects the Transport 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.

NSW TrainLink serves commuters between Sydney, the Blue Mountains, Newcastle, Wollongong and the Southern Highlands as well as travellers across the state and into Brisbane, Melbourne and Canberra. 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.

- Nearly 33 million passenger journeys over the 2019-2020 financial year
- 1.4 million journeys are on our regional trains and coaches
- 31.2 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 20 daily hub and spoke trial coach services.

** 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 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.

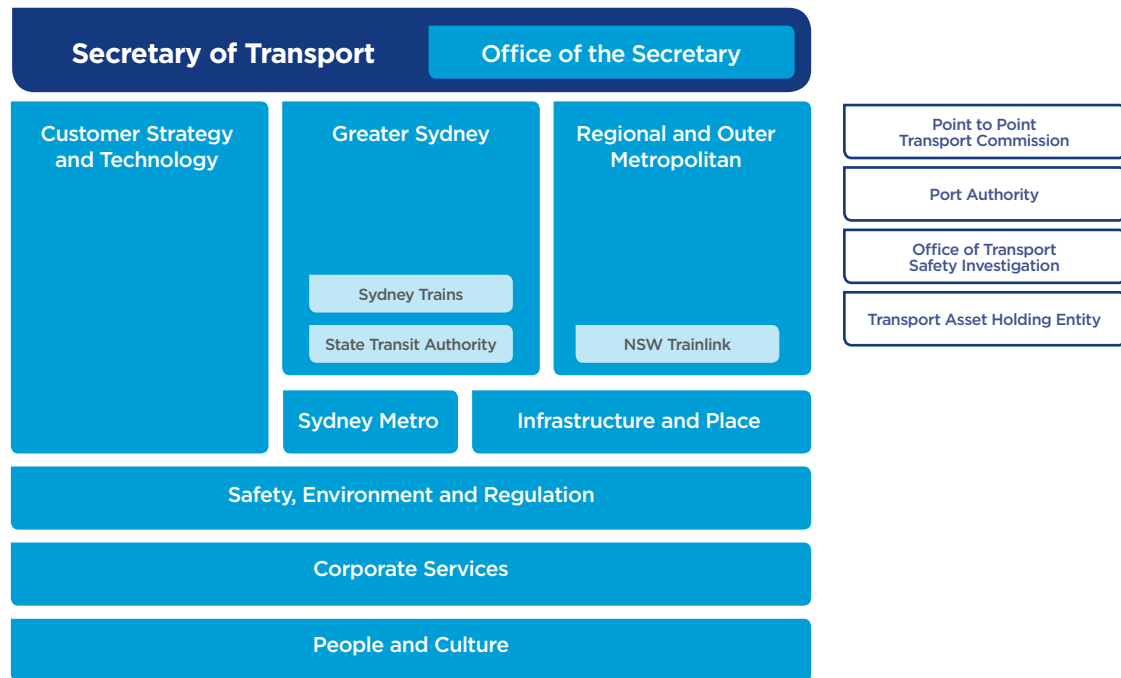
NSW TrainLink's annual cost base of more than \$800 million funds operating costs and maintenance of our assets. Within this budget our aim is to deliver on our commitments which align with the accountabilities of the Regional and Outer Metropolitan Division and Transport's 10 Year Blueprint.

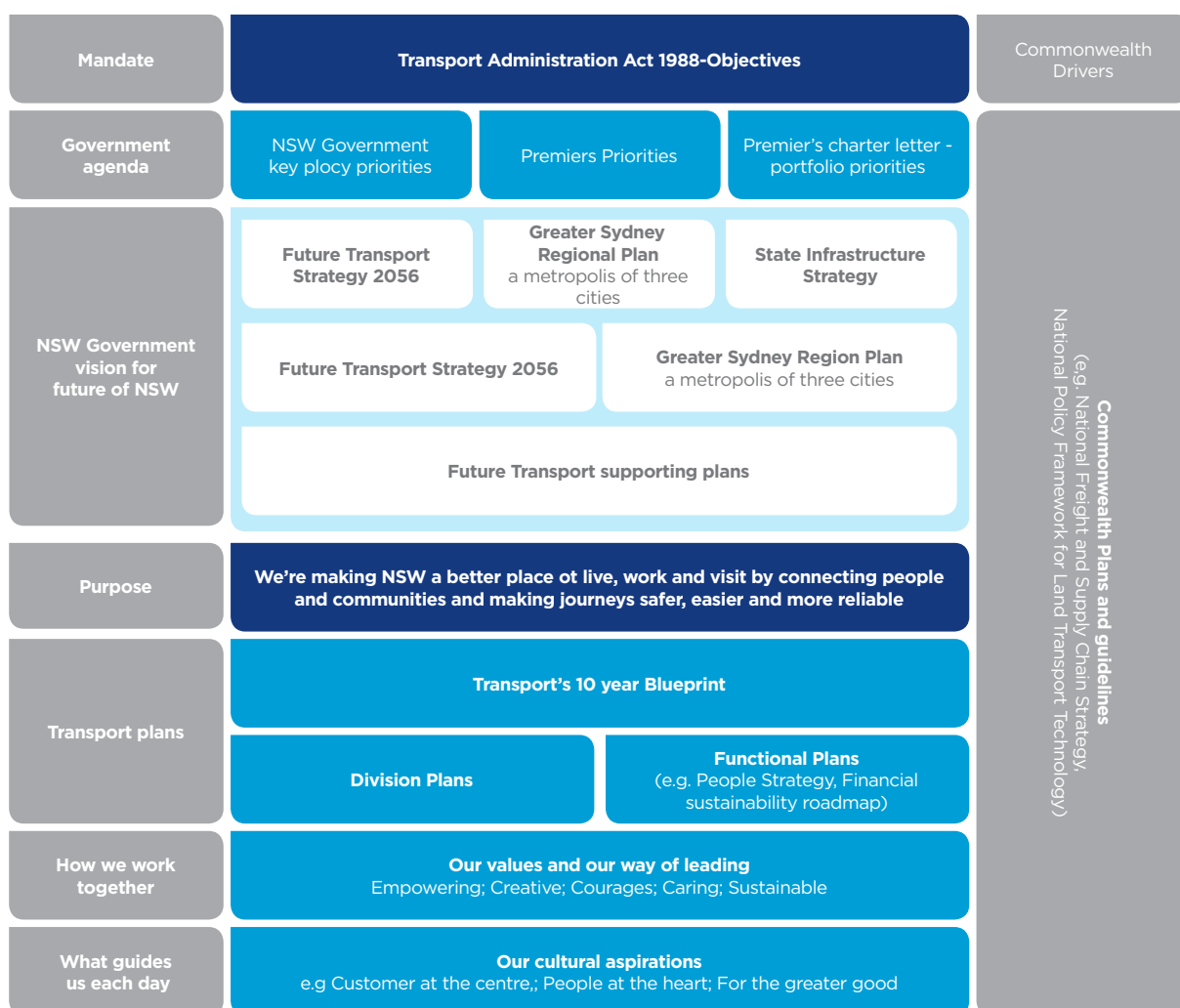
Transport Cluster context

Transport's operating model

Transport's operating model (below) is organised around the customer, better supporting integrated service delivery and

giving greater focus to the different transport needs of greater Sydney and regional areas.





NSW TrainLink is part of the Regional and Outer Metropolitan division within Transport. Transport's operating model 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 division 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.

Our accountabilities are focussed on:

- **Safety** – NSW TrainLink's top priority is to provide a safe, sustainable environment for both our people and our customers.
- **Leadership** – We will grow the capability of our people so we are an integrated, flexible, diverse and inclusive business that delivers for our customers, communities and the people of NSW.

- **Engagement and communication** – We will have open and honest dialogue with our customers, employees and all stakeholders in partnership with the Regional and Outer Metropolitan Division.
- **Customer experience** – We're working towards a future where customers enjoy seamless journeys across all modes of transport. Our communities will be thriving places of economic growth with locals and visitors using our services. These services will contribute to the social and environmental wellbeing of these communities
- **Our people** – Our people will be known for delivering customer service excellence. They will feel valued, supported and engaged and consider NSW TrainLink a great place to work.
- **Environment** – We will strive to reduce our carbon footprint and will look to technology and leadership behaviours to reduce our environmental impact.

Transport's strategic direction

Transport's strategic direction is set according to multiple external and internal strategies and plans. This includes the NSW Government's agenda and vision, Commonwealth drivers and Transport's legislative mandate. Examples include the Premier's Priorities, Future Transport 2056, and Transport's 10 Year Blueprint.

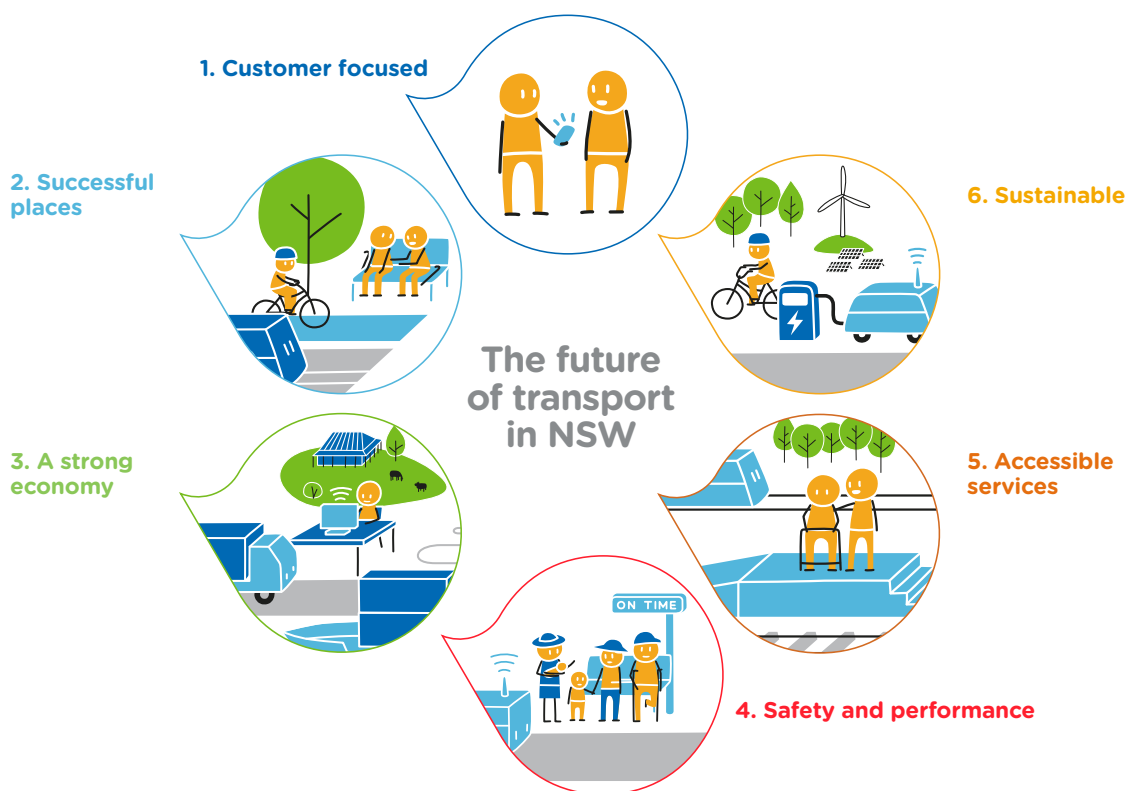
These plans help guide Transport's funding priorities and strategic direction to achieve the best outcomes for our people, our customers, our communities, and the people of NSW.

Future Transport 2056

Future Transport 2056 is the 40-year vision for transport in NSW, reflecting the large economic and societal shifts to be seen in the future. It places the customer at the centre of everything we do and ensures we work with Transport to respond to rapid changes in technology and innovation to create and maintain a world class, safe, efficient and reliable transport system.

This vision is being delivered through initiatives outlined in a suite of supporting plans, including infrastructure and services plans for regional NSW and for greater Sydney.

Future Transport 2056 is built on six principles:



10 Year Blueprint outcomes

NSW TrainLink's business planning is guided by Transport's 10 Year Blueprint that sets out where we need to focus our efforts in the medium-term to move us towards our long-term vision outlined in Future Transport 2056.

The Blueprint is focused on achieving the following outcomes:



For customers

Connecting our customer's whole lives

We will deliver and enable transport solutions that blend seamlessly into our customers' lifestyles, catering for the wide range of journey types needed and or the movement of freight.



For communities

Successful places

We will help create places that integrate the right mix of onfastructure, services and experiences for communities, supporting them to achieved their desired social, cultural and economic outcomes.



For the people of NSW

Transport systems and solutions that enable economic activity

We will deliver quality assets and efficient transport networks, at the right price, and ensure transport investments and solutions service the people of NSW.



For the people of Transport

Thriving people doing meaningful work

We will be proactive and deliberate in designing our ways of working and and workplaces, so we build on our people's capabilities, create a culture of success and align our people to work together in new ways to foster innovation.



For customers – Connecting our customers' whole lives

Transport plays a vital role in the lives of our 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 and we seek to create the best customer experience possible. 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.

Over the next year, we will continue to work to introduce the Mariyung fleet of intercity trains which will provide a significant improvement in the comfort, reliability and safety for our customers travelling on intercity services.

We will work with our Transport partners over the year to design the new regional fleet enabling our regional customers to enjoy benefits from a fleet of diesel/electric trains which will be built for the needs of customers travelling longer distances. The new fleet will also give us the opportunity to plan more integrated services with other transport modes to deliver a seamless journey for our customers travelling through regional NSW.



For communities – Successful places

Members of communities want to feel confident that we are 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.

Critical to creating successful places are transport solutions that enhance the character and identity of local communities and enable easy access for all.

We will work with Transport to create better spaces such as the Central Station precinct where we are using the redevelopment of the station to deliver customers service improvements while helping our customers safely navigate their way through the station as construction continues.

We are also upgrading our regional stations with new car parks, lighting and other improvements that make them more accessible for people with disabilities as well as the general community.



For the people of NSW – Transport systems and solutions that enable economic activity

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.

Spending smarter is a priority for NSW TrainLink and financial sustainability is a key focus area so that we are providing value to our customers and communities. Recovery from the commercial impacts of the COVID-19 pandemic will be a focus in 2021-22. We will undertake a number of activities over the year to improve the financial sustainable of our business.



For the 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.

Our first priority is to keep our people safe. Through our Safelink strategy we are aiming to improve our safety culture and manage our safety risks. We are also continuing to embed consistent and best practice safety systems and processes and provide an environment where the health and wellbeing of our people is supported.

We are building career pathways so our people have rewarding careers and creating local job opportunities in our communities. Recognising the importance of leadership for a customer focussed workforce that fosters innovation, we are uplifting the capability of our frontline leaders with support, engagement and skill building.



NSW TrainLink

Strategic objectives and business priorities

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

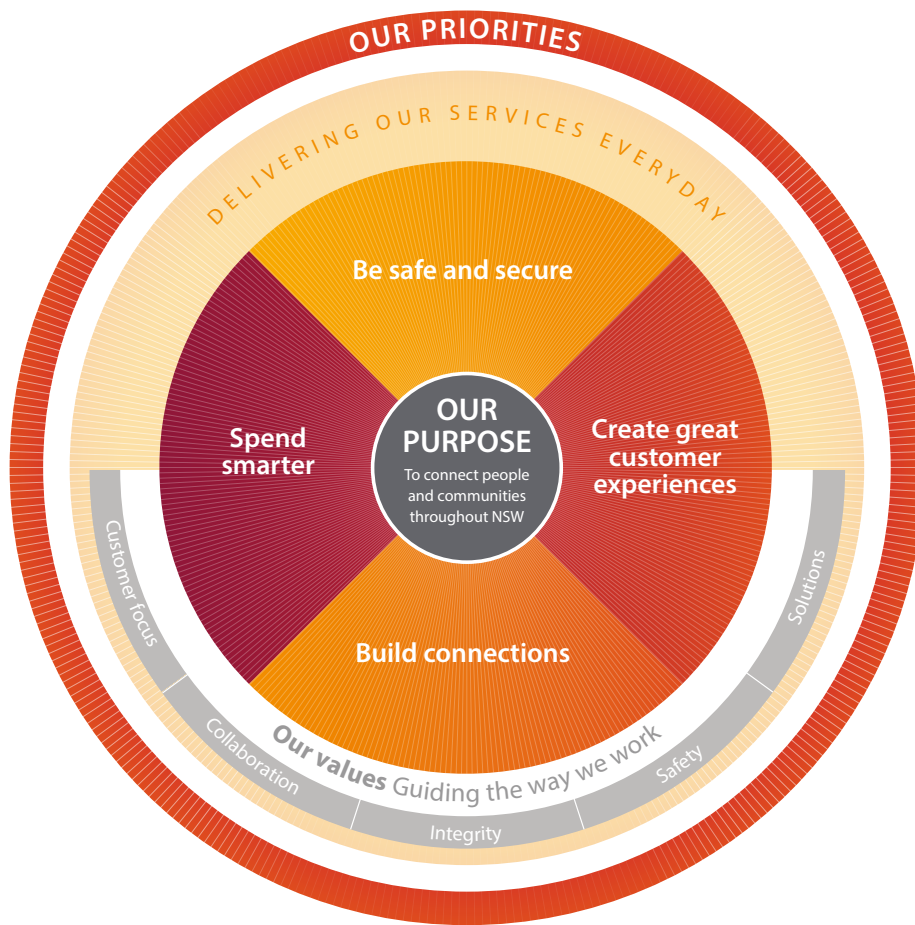
NSW TrainLink's strategic objectives provide the framework to plan the activities that will help us achieve our strategic vision over the next four years in line with Future Transport 2056.

Future Transport 2056 challenges us to think differently so that we can be ready to service 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 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.

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 and outer metropolitan NSW.



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 Transport's primary outcome of 'Connecting our customers' whole lives' and its strategic priorities:

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

From 2021 to 2025 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 Transport's primary outcome 'Transport systems and solutions that enable economic activity' and its strategic priorities:

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

From 2021 to 2025 we will:

- Work collaboratively with Transport, 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 Transport's primary outcome of 'Successful places' and its strategic priorities:

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

From 2021 to 2025 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 Transport to ensure an integrated regional transport network.

This objective aligns to Transport primary outcome of 'Connecting our customers' whole lives' and its strategic priorities:

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

From 2021 to 2025 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 Transport's primary outcome of 'Thriving people doing meaningful work' and its strategic priorities:

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

From 2021 to 2025 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

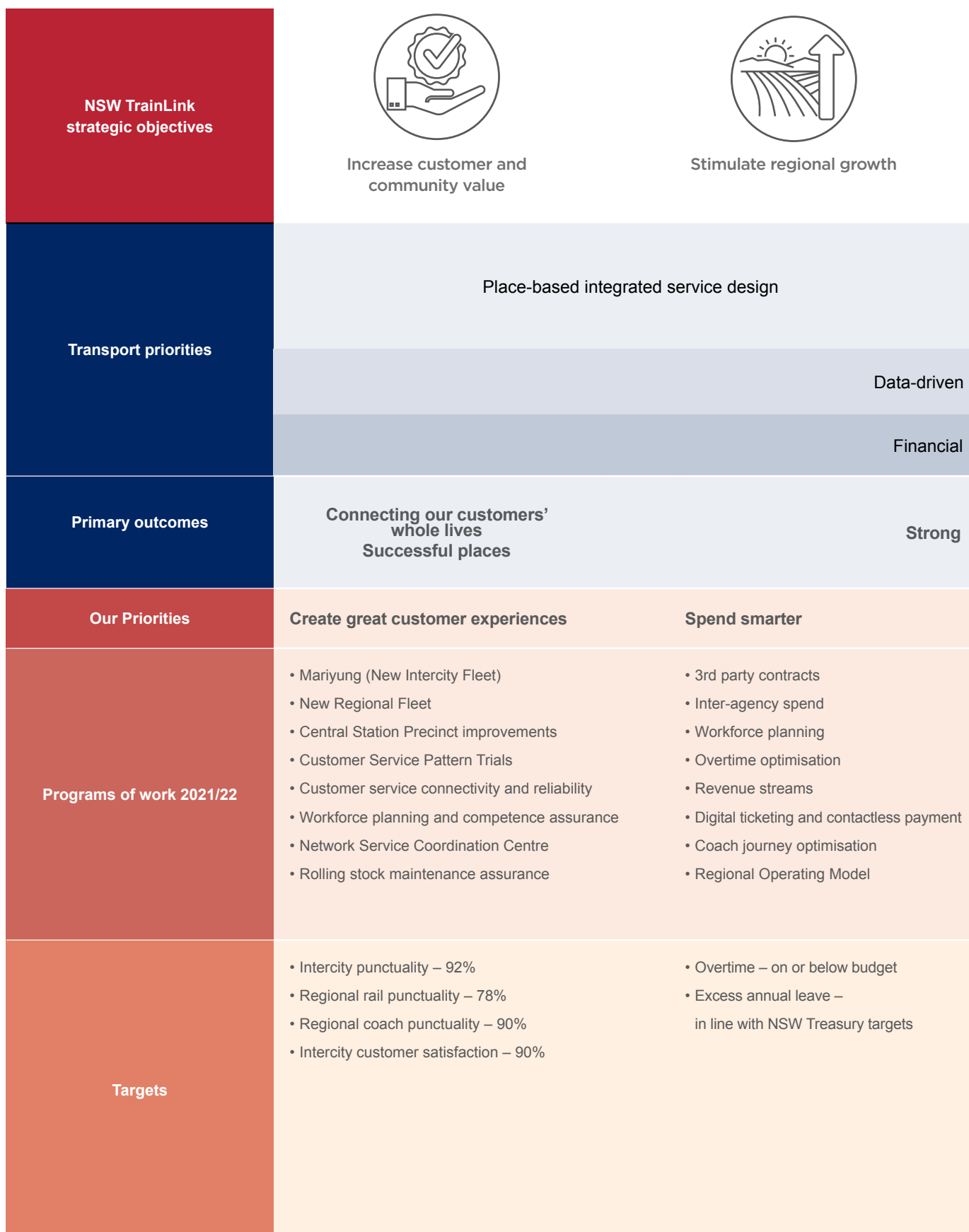
The SafeLink safety strategy is a multi-disciplined approach that ensures we have a safe workplace. The strategy helps to effectively manage both general and corporate risk and safety, and is a fundamental enabler for our goal of zero injury.

We have identified four key projects to deliver over the year:

- develop and implement a program of 'safety interactions';
- develop and implement, as part of the employee on-boarding process, a dedicated safety and risk component/element;
- develop and implement a program of safety capability within the NSW TrainLink leadership; and
- develop and implement a Social Obligations and Environmental Sustainability Plan.



Bringing it all together





Partner to improve services



Strengthen and integrate
transport networks



Maintain a flexible, capable
and future focused business
and workforce

Technology and innovation

Working in partnership

Evolution of work

Enabling the mobility ecosystem

decision making

sustainability

economy

Connecting our customers'
whole lives
Successful places

Thriving people
doing meaningful work

Be safe and secure

- SafeLink Safety Strategy
- Continuous Improvement Safety Program
- Employee and customer harm
- Environmental sustainability and social obligation
- Safety critical incidents
- Fatigue management
- Assurance – safety risk
- Assurance – enterprise risk

Reduced:

- Lost time injury (physical)
- Lost time injury (psychological)
- Customer injuries
- Safe working incidents

Build connections

- Customer and employee engagement
- 2021 Enterprise Agreement –
Future Workforce Strategy
- Regional NSW Services Program
- Network relationships and interfaces
- Diversity and inclusion
- Regional career opportunities
- Frontline leadership capability uplift
- Sexual Harassment Awareness Program

- Women in leadership – 40.1%
- Aboriginal employees – 2.3%
- People with a disability – 5.6

Implementation and reporting

The NSW TrainLink Chief Executive 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 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.

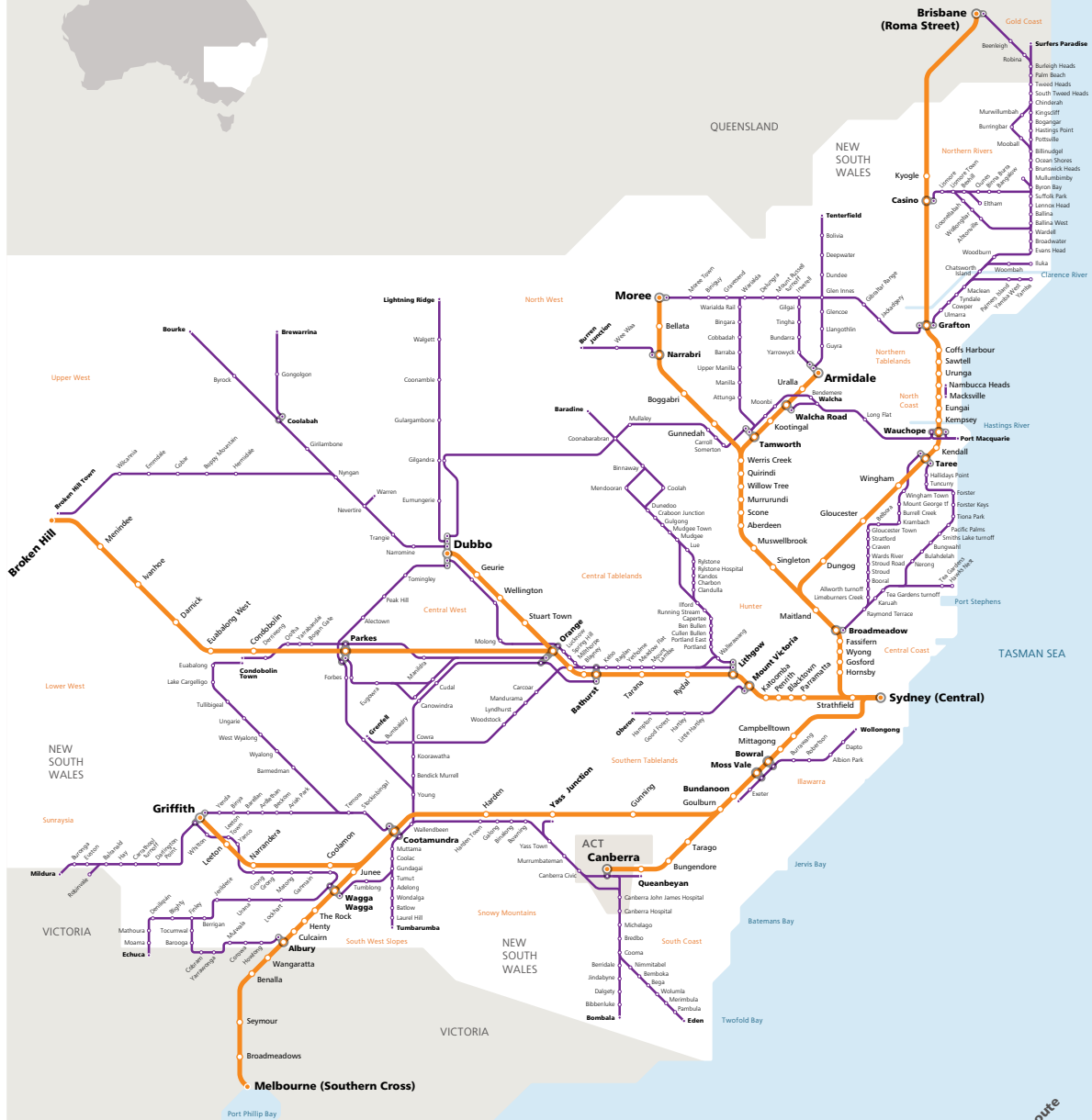




Intercity trains network



Regional trains and coaches



Check timetables and trip planners for train services and connections

Visit transportnsw.info

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