

Sydney Trains Corporate Plan

2021-22



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We will put technological innovation front and centre, supporting our ongoing operational excellence and empowering our customers with more information so they are able to make the best possible travel choices.



I am pleased to present the Sydney Trains 2021-22 Corporate Plan, our primary planning document for the 2021-22 year.

In preparing this plan, we have taken on the lessons learned over the last year as we worked to keep our customers and employees safe, and our service running to a full timetable with additional weekly services throughout the emerging COVID-19 pandemic.

Achieving a 94 per cent customer satisfaction rating - our highest ever in November 2020, is further evidence of our successful response. This, and the steady increase in patronage back towards pre-COVID levels, show that the capacity management, protective measures and additional cleaning at our stations and across our fleet, provided the safety and reassurance our customers required.

Over the same period, we achieved new records for punctuality and performance, accelerated our maintenance program and carried out landmark major works projects, including the once in a generation replacement of the timber rail deck over the Sydney Harbour Bridge over the first 10 days of 2021.

As part of Transport for NSW, our planning is now focused on continuing to improve our capacity to make NSW a better place to live, work and visit by connecting people and communities, and making journeys safer, easier and more reliable.

In the following pages, you will see our key deliverables for 2021-22 set out under the Agency's strategic priorities and commitments: Operational Excellence Every Day, Customer at the Centre, Sustainability is our Future, Safety at our Core and People at the Heart.

These deliverables have been shaped by our ongoing work to transform Sydney Trains to become a world-class digital railway.

Among other initiatives, it means that we will continue to work closely with Metro, Light Rail and other stakeholders to further integrate the network, enabling smoother multimodal journeys for our customers.

We will put technological innovation front and centre, supporting our ongoing operational excellence and empowering our customers with more information so they are able to make the best possible travel choices.

Most importantly, we will continue to build on our strong safety record to provide world-class protection for both our customers and our employees.

All of this is fundamental to our mission to keep Sydney moving by delivering safe, clean, reliable, customer-focused and efficient rail services over 2021-22.

A stylized, handwritten signature in black ink, consisting of a series of loops and curves, representing the name Matt Longland.

Matt Longland
Chief Executive
Sydney Trains

Sydney Trains key facts

As at June 2021

195 M ANNUAL



PASSENGER JOURNEYS
Per Weekday
(during COVID-19)



TIMETABLED STOPS
Per Weekday



TIMETABLED
Per Week

10000 +



11K
Workforce
(budgeted positions)



169
Stations
(incl. 4 on Airport Line)



2,287
Fleet
Electric & diesel cars
(incl. 506 NSW TrainLink)



1,599km
Track maintained
(incl. NSW TrainLink)



899
Electrified
(Sydney Train)

*216+ million including NSW TrainLink patronage
Figure for 12 months to June 2021

#2021 demographics sourced from CXMP survey



216+ MILLION* PATRONAGE

216+
SERVICES
per day



65%

CUSTOMERS TRAVEL#
to and from work



39%

CUSTOMERS TRAVEL#
at least 4 days Per Week

NUMBER OF PASSENGERS ONE EIGHT-CAR TRAIN DESIGNED TO CARRY

(Seating and standing space were marked with green spots in line with social distancing guidelines)



1,536km
of Track
(in this area only)



10K+
CCTV
Cameras maintained



1,536km
Overhead wiring
Maintained
(incl. NSW TrainLink)



3.7B
Total cost of
Operations

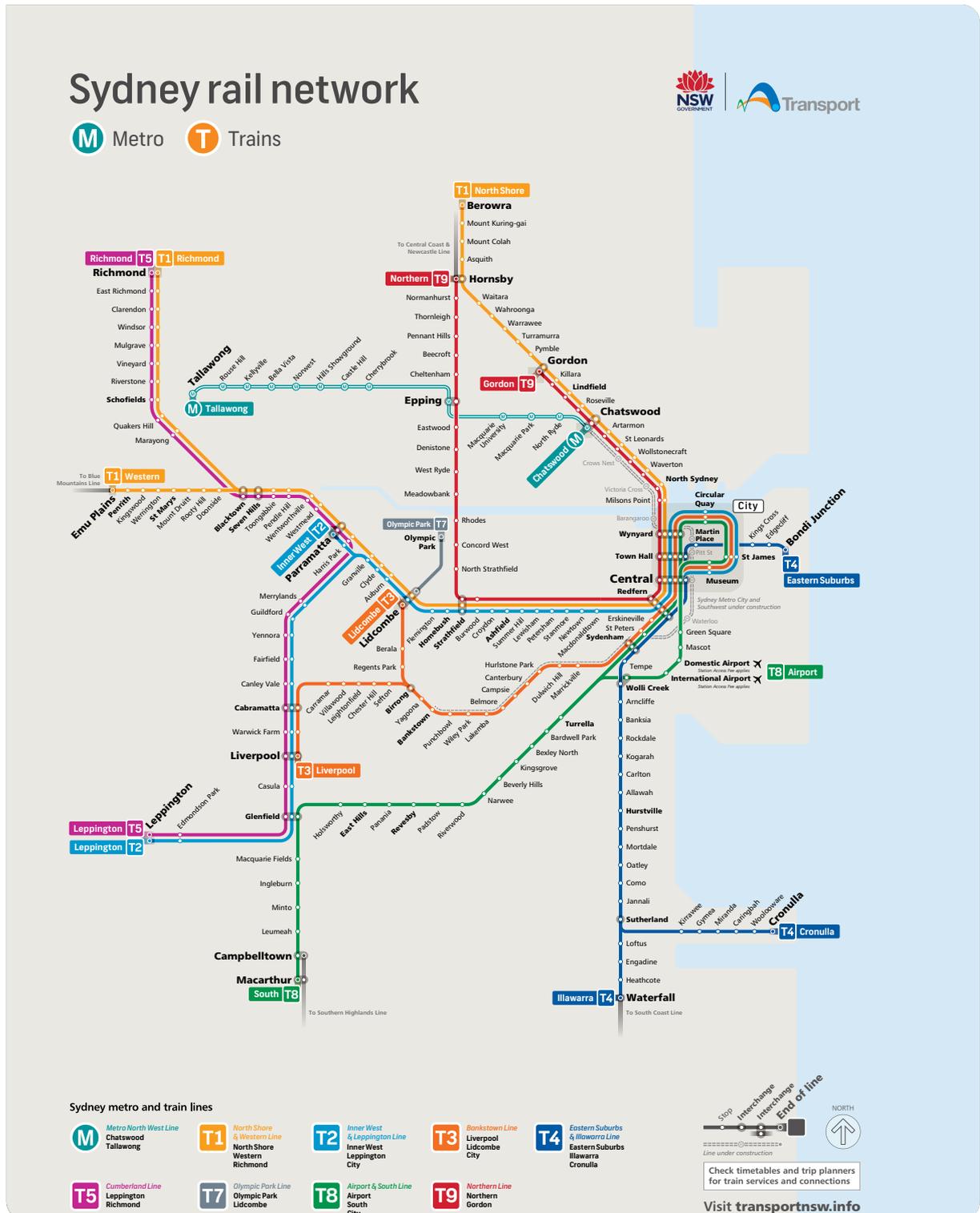


\$46B
Assets under
management

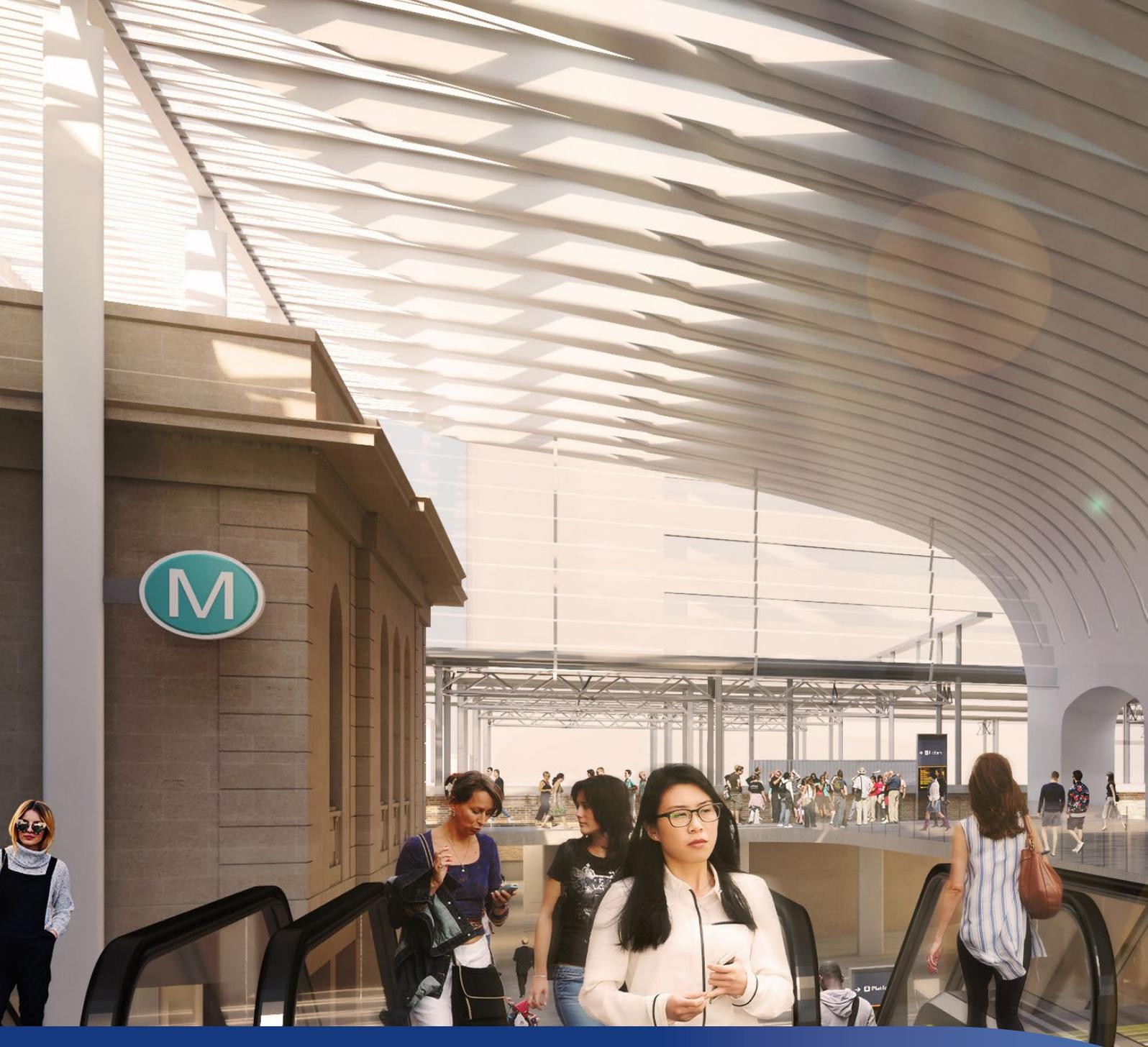
Our network

Sydney Trains is the suburban passenger rail network servicing Greater Sydney, New South Wales, Australia. The network is a hybrid urban-suburban rail system with a

central underground core that covers 899 km of electrified track and serves 169 stations.







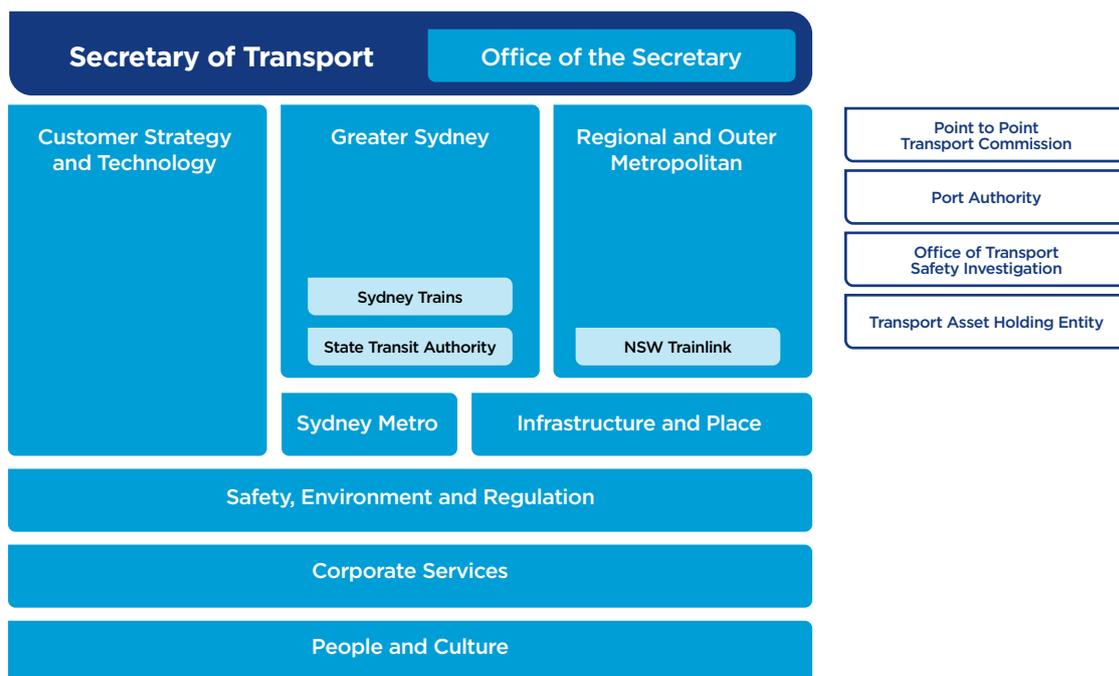
Transport Cluster



Transport Cluster

The Transport cluster operates in a newly integrated structure and environment. The operating model is organised around the customer, better supporting integrated service delivery and giving greater focus to the different transport needs of Greater Sydney and regional NSW.

Transport's operating model



Greater Sydney's accountabilities are:

- Integrating transport services for Greater Sydney customers and communities
- Being the face of transport and engaging with customers, stakeholders and community around integrated transport choices
- Planning, building, maintaining and operating the Greater Sydney transport network
- Procuring and managing service assets
- Working together: work in partnership with other transport divisions and across government on strategy, planning, delivery and operations

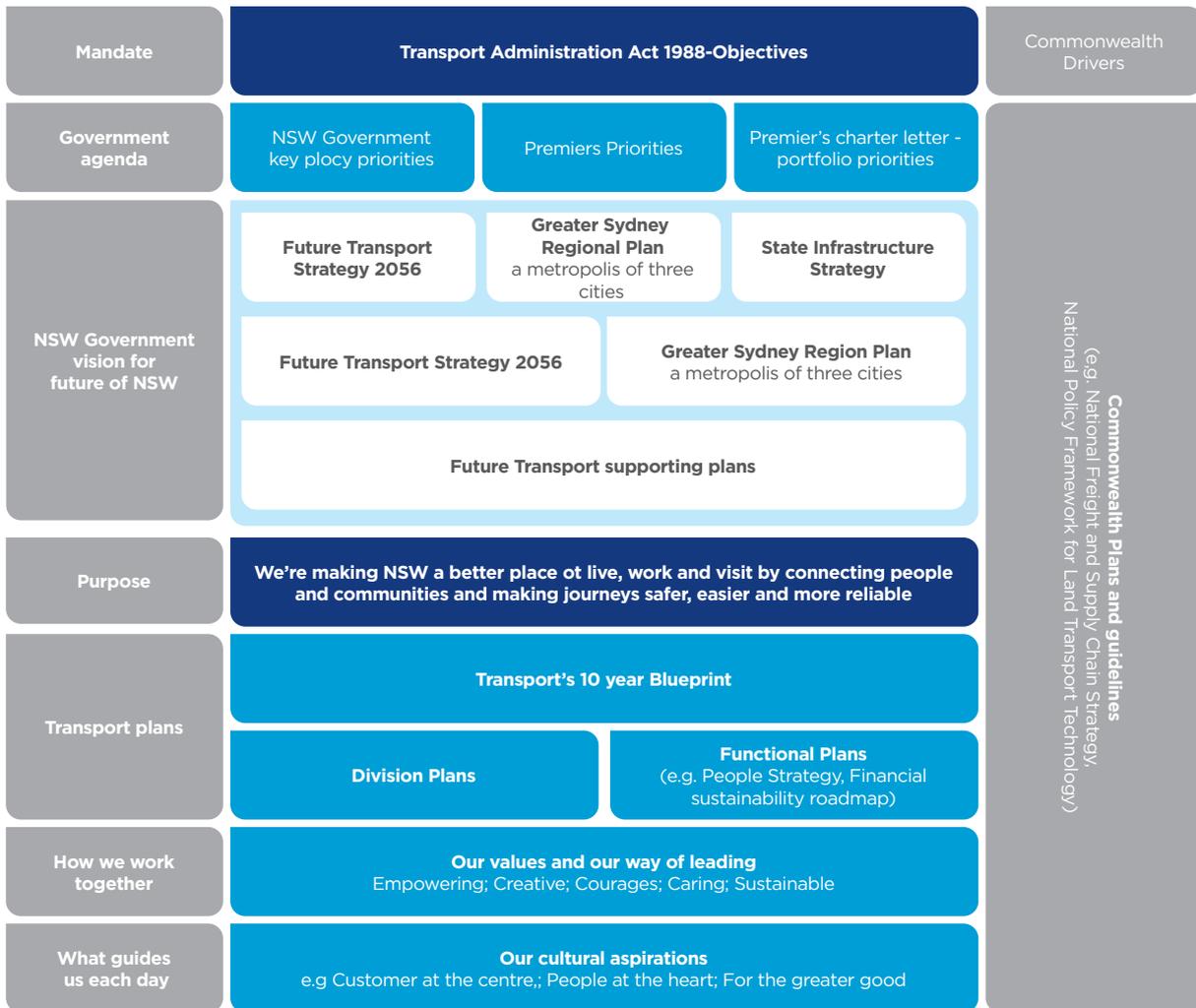
Sydney Trains supports these by:

- Operating passenger services
- Maintaining the Sydney rail network including expansions and integration with Sydney Metro
- Managing fleet maintenance
- Providing access to the network to freight operators and third party passenger operators
- Controlling services and minimising unplanned disruption on the network

Transport Strategy and Plans

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 Strategy 2056



Future Transport 2056 provides us with a long term overarching vision.

Our mandate is to support the economic development of the State, working to deliver the NSW Government's vision of **integrated, connected and liveable cities**.

Transport's 10 Year Blueprint

Connecting to the future outlines the strategic direction of Transport. It 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.



For customers
Connecting our customers' 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 by people and or the movement of freight.

For communities
Successful places
 We will help create places that integrate the right mix of infrastructure, services and experiences for communities, supporting them to achieve 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 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.

To realise the vision, Transport has adopted an outcomes-based approach. This helps us clearly demonstrate how our activities are aligned with the NSW Government's priorities and vision, as well as Transport's strategic landscape.

The outcomes-based approach encourages us to focus on the difference we make and not just the inputs or processes over which we have control. Our success is about the impact we make in our key strategic areas, and we should measure and monitor the tangible improvements to the quality of life of the people we serve.

As part of the long-term strategy TfNSW has outlined its focus for 2020 to 2024.

Transport's strategy on a page 2020-24

We're making NSW a better place to live, work and visit by connecting people and communities and making journeys safer, easier and more reliable.

Our key focus areas, by outcome

Connecting our customers' whole lives

Making transport safe for all: Develop innovative data, technology, infrastructure, regulatory and policy solutions to become the safest transport network in the world

Understanding our customers: Use technology and data to build deeper insights about our customers' journeys and their diverse needs and expectations

Managing demand: Proactively manage how and when people and goods are using the transport network

Providing end-to-end journey solutions: Enable effective movement across the network through integrated options for people and goods

Delivering and transforming customer experience: Delight customers at every touchpoint through excellent service and technology, every day

Introducing future mobility solutions: Adopt new mobility solutions and vehicles

Successful places for communities

Contributing to place-making: Create transport solutions that enhance the character and identity of local communities and enable access for all

Towards net zero emissions: Accelerate switching to alternate sources of energy and adoption of zero emissions vehicles

Protecting the environment: Place the environment at the forefront of design, service delivery and operations

Strengthening regional connections: Create new options for connecting regional communities and effective movement of goods

Increasing network resilience: Strengthen our network and assets to minimise disruptions from extreme events

Enabling active lives: Make active modes a real option for our customers and communities

Engaging respectfully with communities to deliver transport solutions: Consult, listen to and respect all communities, including Aboriginal communities, where we and our contractors work

Enabling economic activity

Delivering and planning future assets: Deliver portfolio of projects and strengthen long range planning processes to maximise available assets and funding

Managing our assets and resources effectively: Introduce new approaches to gain more from assets and resources across the whole lifecycle

Moving goods productively and sustainably: Use technology and data to improve supply chains and local area distribution

Smarter financial decision-making: Reshape how investment is prioritised and drive effective procurement and commercial outcomes

Modernising mobility legislation: Create the best regulatory environment to facilitate growth and innovation in the transport sector

Opening up economic opportunity through transport solutions: Connect communities and businesses to markets, employment and investment

Thriving people doing meaningful work

Our people feel safe, included and respected: Embed consistent, safe and inclusive practices across Transport

Evolving how, when and where we work: Equip our people with the tools they need to do their job and build people and capability for now and the future

Working smarter: Establish ways of working that promote collaboration, agility, efficiency, diversity of perspectives, and empowerment

Growing capabilities and careers: Foster the right plans, career pathways and learning opportunities for our people

Creating great people experience: Treat everyone with a sense of fairness and respect, so that they feel safe to speak up and are engaged in the work they do

Building our workforce diversity: Remove barriers and create opportunities to help people reach their full potential

Priorities across key areas of focus

Transforming data:
Use smart analytics to enable better customer experiences and organisational decisions

Embracing new technology:
Use technology and innovation to create new solutions and improve performance

Working in partnership:
Work together across Government, with communities and the private sector and provide a strong voice for Aboriginal communities

What guides us each day	Customer at the centre	People at the heart	For the greater good
How we work together	<p>Sustainable Make smart choices</p>	<p>Caring Encourage the heart</p>	<p>Empowering Entrust others</p> <p>Courageous Accept the challenge</p> <p>Creative Forge new paths</p>
How we will measure success	<ul style="list-style-type: none"> NSW has one of the safest transport ecosystems in the world Customers are delighted with the mobility choices across all locations 	<ul style="list-style-type: none"> Increased public transport, walking and bike riding Transport solutions make places more liveable and sustainable 	<ul style="list-style-type: none"> Strong reputation for engagement, innovation and delivery Transport solutions contribute to NSW economic and productivity growth Investments are prioritised by outcomes and deliver strong economic returns Transport is a great place to work We have one of the safest workplaces





Sydney Trains Contributing together as part of the Transport family



Contributing together as part of the Transport family

Statutory obligations

Sydney Trains is a NSW Government agency constituted under the *Transport Administration Act (TAA) 1988*.

Sydney Trains operates in line with the Statement of Expectations issued by TfNSW. It will also operate in accordance with the following agreements:

• Rail Operations Agreement	An agreement between Sydney Trains and TfNSW addressing passenger services and network control
• Track Access Agreement	An agreement between Sydney Trains and the Transport Asset Holding Entity (TAHE) providing Sydney Trains access to the NSW rail network
• Licensing, Agency and Maintenance Deed	An agreement between Sydney Trains, TAHE and TfNSW licensing assets to Sydney Trains and addressing maintenance.

TAHE is a statutory State Owned Corporation that holds rail property assets, rolling stock and rail infrastructure in the Sydney metropolitan area and limited country locations in the State of NSW. TAHE makes these assets available to Sydney Trains for their operations. It also provides rail infrastructure to other operators under the terms of track access agreements.

As a public transport operating agency, we share the common objectives stipulated in the TAA, reinforcing that the customer is at the centre of everything we do.

The principal objective of Sydney Trains under the Act is to: deliver safe, reliable, effective and efficient railway passenger and network access services (freight and third party passenger services) in a financially responsible manner.

As a rolling stock operator and rail infrastructure manager under Rail Safety National Law (NSW), Sydney Trains must meet all relevant requirements of the Act.

Premier's priorities

In addition to Transport's outcomes, all NSW public sector agencies contribute to the Premier's Priority of a world class public service.

The Premier has set social priorities for the Government to measure and deliver in areas that need improvement. Sydney Trains continues to support best-practice productivity, digital capability and drive diversity within the organisation in line with the priorities set by the Premier.

The Transport cluster operates in a newly integrated structure and environment. The operating model is organised around the customer, better supporting integrated service delivery and giving greater focus to the different transport needs of Greater Sydney and regional NSW.

Sydney Trains Strategy on a Page

Sydney Trains has outlined its focus, supporting Transport's strategy.

Sydney Trains Plan 2021/22 – 2025/26



Our purpose to make NSW a better place to live, work and visit

Our long term vision Future Transport 2056 'connecting three cities'

10 Year Blueprint

Connecting our customers' whole lives

Successful places

Strong economy and quality of life

Thriving people doing meaningful work



Our mission is to keep Sydney moving by delivering safe, clean, reliable, customer-focused and efficient rail services.

	Operational excellence every day 	Customer at the centre 	Sustainability is our future 
Key Performance Indicators (KPIs)	• Peak (Service) Punctuality	• Customer Satisfaction • Customer Punctuality (Lost Customer Minutes)	• Cost per car km • Energy Usage • Program Project/Delivery
Key Programs of Work	<ul style="list-style-type: none"> • ROC Ways of Working • End to End Degraded Mode • Rail Timetable Solution • Enterprise Workforce Management • Cyber Security Uplift • Cloud Transformation • Train Crew Tomorrow • Technology Enabled Workforce • Asset Performance & Reliability • Electrical Isolation Program 	<ul style="list-style-type: none"> • Improve Customer Information • Customer Promise • Network Growth Programs <ul style="list-style-type: none"> - Digital Systems - More Trains More Services - Sydney Metro • Precincts – Central / Circular Quay • Tangara Technology Upgrade II 	<ul style="list-style-type: none"> • Efficient Service Delivery • Financial Sustainability • Environmental Strategy • Fleet Optimisation • Enterprise Portfolio Project Management Tool • Intelligent Maintenance
Commitments	Safety at our core 		People at the heart 
Key Performance Indicators (KPIs)	<ul style="list-style-type: none"> • Customer Injury Frequency Rate • Total Recordable Injury Frequency Rate • Worksite Protection Incident Frequency Rate 		<ul style="list-style-type: none"> • Employee Engagement • Inclusion and Diversity
Key Programs of Work	<ul style="list-style-type: none"> • Customer Safety • Rail Corridor Safety • Automatic Train Protection • Safe Access for Maintenance • Enterprise Safety Culture 		<ul style="list-style-type: none"> • Enterprise Agreement • Integrated People Plan • Health & Wellbeing Program

The Secretary for Transport has announced four key focus areas, which are:

- 1 running our essential daily services
- 2 putting the customer at the centre
- 3 delivering our infrastructure program
- 4 leveraging digital technology and innovation

These align with our strategic commitments:

- operational excellence underpins the running of our services
- the customer is at the centre of everything we do
- which includes supporting the Transport infrastructure program
- digital and innovation contribute to the realisation of all our strategic objectives.



Priorities and Commitments



2-3

9/16

Priorities and Commitments

Our mission is to keep Sydney moving by delivering safe, clean, reliable, customer-focused and efficient rail services

Transport's strategy on a page 2020-24

We're making NSW a better place to live, work and visit by connecting people and communities and making journeys safer, easier and more reliable

Our key focus areas, by outcome

Connecting our customers' whole lives

- Making transport safe for all
- Understanding our customers
- Managing demand
- Providing end-to-end journey solutions
- Delivery and transforming customer experience
- Introducing future mobility solutions

Successful places for communities

- Engaging respectfully with communities to deliver transport solutions
- Contributing to place-making
- Towards net zero emissions
- Protecting the environment
- Strengthening regional connections
- Increasing network resilience
- Enabling active lives

Enabling economic activity

- Delivering and planning future assets
- Managing our assets and resources effectively
- Moving goods productively and sustainably
- Smarter financial decision-making
- Modernising mobility legislation
- Opening up economic opportunity through transport solutions

Thriving people doing meaningful work

- Our people feel safe, included and respected
- Evolving how, when and where we work
- Working smarter
- Growing capabilities and careers
- Creating great people experiences
- Building our workforce diversity

Sydney Trains Strategy

Our mission is to keep Sydney moving by delivering safe, clean, reliable, customer-focused and efficient rail services.



OFFICIAL: Sensitive – NSW Government

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PRIORITIES

We must focus on our priorities to achieve our vision over the next three to five years. They tackle head-on the most consequential and significant challenges facing us as an enterprise.

The three priorities are what matter most and will serve as a mechanism to drive change.

 <p>Operational excellence every day</p> <p>Operational excellence centres on the considered and thoughtful planning of accessible, seamless, informed and safe journeys for our customers every day.</p>	 <p>Customer at the centre</p> <p>The customer continually pervades our thinking from planning to delivery – putting the customer first is part of our DNA.</p>	 <p>Sustainability is our future</p> <p>Sustainability ensures our longevity so we can continue to provide increased services to customers across the network.</p>
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COMMITMENTS

A commitment is a foundation stone to support our customers and people to ensure we can deliver on our priorities.

 <p>Safety at our core</p> <p>We are committed to every employee going home safely at the end of each shift and every customer arriving safely at their destination.</p>	 <p>People at the heart</p> <p>The best attribute of any organisation is high performing teams. We aim to attract newcomers and keep people engaged and proud to be working for Sydney Trains.</p>
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Transport for NSW: Connecting the future				
Sydney Trains	Connecting our customers' whole lives	Successful places	Enabling economic activity	Thriving people doing meaningful work
Priorities				
Operational excellence every day	<ul style="list-style-type: none"> Keep up punctuality 			
Customer at the centre	<ul style="list-style-type: none"> Sustain customer satisfaction Reduce customer delays 			
Sustainability is our future	<ul style="list-style-type: none"> Improve benefits delivery 	<ul style="list-style-type: none"> Increase energy efficiency 	<ul style="list-style-type: none"> Reduce unit cost 	
Commitments				
Safety at our core	<ul style="list-style-type: none"> Safer customer experience 			<ul style="list-style-type: none"> Safer workplace for employees
People at the heart				<ul style="list-style-type: none"> Improve employee engagement Increase inclusion and diversity



Operational excellence every day

Operational excellence centres on the considered and thoughtful planning of accessible, seamless, informed and safe journeys for our customers every day. It's about stabilising our operations to efficiently and effectively execute services to get our customers to their destination on time.

Planning is what drives our operational excellence - we identify the issues, effectively utilise resources and fix the plans before it impacts our customers through incidents on the network.

We have a proactive not reactive view to our operational excellence. We're not about being superheroes when things go wrong, we're about keeping the superhero suit in the wardrobe and putting our plans and expertise in place.

We create strong ways of thinking when presented with a problem, looking for long term sustainable solutions, always simplifying processes without compromising quality. We encourage innovative thinking, without the fear of failure to implement new ways of working.

Considered planning allows us to deliver operational excellence and great customer service. To make this work we need to use our resources and people effectively. All the parts need to work together, thinking systematically as an enterprise.

Key Deliverable	Measuring Success
<p>ROC Ways of Working: Technologies and processes to enable the Rail Operations Centre (ROC) to realise its purpose as the network control hub of the business including improved incident management, customer information and reporting.</p>	Keep up punctuality
<p>End to End Degraded Mode: Enhance the response and recovery and information for our staff and customers during major disruptions by taking an end-to-end view of the disruption lifecycle and implementing targeted system, process and communications improvement initiatives.</p>	
<p>Rail Timetable Solution: New timetable planning capabilities to more efficiently deliver quality, safe and reliable timetables that allow for ongoing network capacity growth and new digital control system demands.</p>	
<p>Enterprise Workforce Management: Digital transformation of roster planning and management to optimise staff utilisation, reduce safety non-compliance risk and increase employee flexibility through self service and mobility.</p>	
<p>Cyber Security Uplift: Make our Information Technology (IT) and Operational Technology (OT) computer systems and networks more resistant to cyber threats and improve our response to cyber attacks.</p>	
<p>Cloud Transformation: Build a highly resilient cloud platform, leveraging SaaS and PaaS offerings, migrate key applications and improve monitoring of business critical applications. Transform applications in the cloud, providing resilience against outages and enabling delivery of strategic priorities e.g. technology & innovation, data driven decision making.</p>	
<p>Train Crew Tomorrow: Ensure the train crew workforce are 'ready' to operate in the new operating environments delivered by significant infrastructure and/or service changes e.g. More Trains More Services, Digital Systems etc.</p>	
<p>Technology - Enabled Workforce: Upskill and equip Train Crew and support teams with mobile technology and build more resilient operational processes.</p>	
<p>Asset Performance & Reliability Program: Technical reliability and engineering initiatives targeted towards maximising asset maintenance during available possession windows and accelerating maintenance activities including engineering modification, system upgrades and preventative maintenance measures.</p>	
<p>Electrical Isolation Program: Delivery of a safety certified isolation control system supported by electronic permitting across the electrical power outage system. This will enable quicker shut down and re-energisation, thereby creating more time for possession work to be undertaken and faster incident response.</p>	





Customer at the centre

Customer at the centre is focused around customer-centric thinking – shaping Sydney Trains to deliver the wants and needs of our customers and stakeholders to ensure they have consistent, memorable, accessible, seamless, informed and safe journeys that get them to their destination on time.

We ‘think customer’ and are passionate about our customers, truly believing the customer comes first. We require all parts of Sydney Trains to see the world through their customer eyes. The customer continually pervades our thinking from planning to delivery – putting the customer first is part of our DNA.

In our commitment to put the customer at the centre, we plan, analyse, innovate, collaborate and implement carefully formulated customer strategies.

Key Deliverable	Measuring Success
<p>Improve Customer Information: Improve customer information channels – leverage data and transition applications towards the target state architecture to decrease future maintenance costs.</p>	<p>Sustain customer satisfaction</p> <p>Reduce customer delays</p>
<p>Customer Promise: Uplift the customer experience through a Sydney Trains wide focus on customer service maturity. Repeatable and consistency of service and refresh of capability and presentation.</p>	
<p>Network Growth Programs: Single point of contact, interface and coordination with Transport-related growth programs. Accountable for the successful facilitation and co-ordination of large scale, enterprise-wide programs/ projects to support our long-term objectives.</p> <ul style="list-style-type: none"> • Digital Systems – transforming our business through the delivery of digital signalling and train control technology, to achieve improved reliability and a capacity for 24 trains per hour. • More Trains More Services – designed to deliver improvements for customers by upgrading infrastructure and increasing service capacity. • Sydney Metro – Support the delivery of the three Sydney Metros – City South West, Airport West and West. It will interface with Sydney Trains at Chatswood, Martin Place, Central, Sydenham, Bankstown, St Marys, Westmead and North Strathfield. 	
<p>Precincts – Central / Circular Quay: Significant enhancements at Central and Circular Quay, as follows:</p> <ul style="list-style-type: none"> • A revitalisation of Central Station and the surrounding area to integrate the Sydney Metro and the extended Central Business District; and • Renewal of the public spaces and transport infrastructure at Circular Quay to provide an integrated customer experience. 	
<p>Tangara Technology Upgrade II: Extension to the useful life of the Tangara train sets with a technology upgrade and customer service improvements.</p>	





Sustainability is our future

Sustainability ensures our longevity as a government agency delivering to the people of NSW. We want to continue to provide services to customers across Greater Sydney.

We are a critical part of NSW’s future in providing the community the ability to keep moving around Greater Sydney to find better ways to work and live.

With a continuous improvement lens on everything we do, we will continue to get better at what we do by learning from past lessons.

Our sustainability lens looks at how we best use taxpayer dollars to run the enterprise, be an environmentally sustainable, and socially responsible organisation and have a single source of truth for managing the portfolio of business and strategic projects in Sydney Trains.

For our financial stewardship with \$46 billion of assets under management and circa \$3.7 billion in annual operating costs, we will continue to invest wisely on behalf of the people of New South Wales, with whom we have a collaborative relationship, providing the best passenger and freight transport solutions that serve a wide range of social and economic outcomes.

Key Deliverable	Measuring Success
Efficient Service Delivery: Continue to embed a customer-centric operating and service delivery model, so we're responsive and adaptive to future customer and service delivery needs.	Reduce unit cost Increase energy efficiency Improve benefits delivery
Financial Sustainability: Apply a tight fiscal lens to every aspect of our business to ensure we operate in a cost-effective way while delivering services to our customers and the communities we serve.	
Environmental Strategy: Environmental initiatives to reduce electricity demand, improve efficiency costs and increase renewable energy solutions to achieve net zero emissions.	
Fleet Optimisation: Enhanced management of fleet requirements to address future needs and optimise fleet utilisation throughout its lifecycle while seamlessly retiring old fleet and integrating the new.	
Enterprise Portfolio Project Management Tool: Single source of truth for all GROWTH & IMPROVEMENT projects in Sydney Trains – one software tool to manage scope, schedule, risks, issues, benefits, actions, financials and interdependencies.	
Intelligent Maintenance: Program to transition towards contemporary integrated predictive maintenance methods and improve the performance of assets and optimise maintenance strategies through use of advanced analytics, enhanced decision support tools, visualisation, and augmented reality to better manage and improve the reliability, availability and lifecycle costs of physical assets.	



Our commitment to people at the heart and safety at our core



People at the heart

Our people make the difference at Sydney Trains. They are passionate about serving our customers and take enormous pride in their work and our history. We respect and value our people.

Our focus is fixing and prioritising what matters most to them. We are continuously seeking to improve their experience in their day-to-day work.

We are committed to enhancing and increasing the skills and capability of our people so that we have a workforce that keeps pace with change into the future and are able to prioritise safety.

We encourage diversity, flexibility, inclusivity, creativity and innovation.

We want a workforce that is talented, agile and highly capable. One that keeps pace with increasing customer demands and significant digital investment and technological change.



Safety at our core

We cannot put our customer at the centre, ensure operational excellence and meet our regulation requirements without putting safety at our core to protect the safety of our employees, contractors and customers.

We are committed that every employee will go home safely at the end of each shift and every customer will arrive safely at their destination. Our leaders have regular safety interactions with our people about what is in place to ensure safety at all times.

Our people demonstrate safe behaviours and look out for one another. Our people report safety concerns freely and managers act on them. They understand [#safetytogetheritstartswithme](#).

We focus on enhancing the health and wellbeing of our people and delivering programs and solutions together to keep them safe.

We continue to work towards building a more mature safety culture, enhanced safety leadership and training, and the ongoing improvement of our systems and processes.



This service is operated by



We work within our SPACE behaviours.

SPACE stands for:

Safety - Promoting the core belief that safety is our greatest priority and that all injuries are preventable

Pride - Taking pride in your role, your presentation and recognising your value within the organisation

Accountability - Owning your actions and being bold and pragmatic in decision-making, while expecting the same of your team

Collaboration - Promoting open communication, working effectively across lines, accommodating different perspectives and sharing ideas

Excellence - Striving for excellence; continuously acting to exceed your own, the business and our customer expectations, and acting with a focus on the optimum end result



Safety



Pride



Accountability



Collaboration



Excellence

Key Deliverable	Measuring Success
<p>Customer Safety: Pinpoint the main causes of customer injuries across the network and propose and deliver preventative solutions.</p>	Improve employee engagement
<p>Rail Corridor Safety: Improve the safety of all track workers on our network through a suit of initiatives focusing on technology and risk elimination.</p>	Increase inclusion and diversity
<p>Automatic Train Protection: A train safety system designed for additional customer and train crew safety through ceiling speed supervision (prevents a train from travelling over a predetermined speed limit) and brake-to-target supervision (supervises the safe deceleration of a train e.g. approaching a signal to stop, railway crossing or worksite).</p>	Reduce safety incidents
<p>Safe Access for Maintenance: Enhancement to planning and knowledge of work undertaken within the rail corridor to provide improved awareness.</p>	
<p>Enterprise Safety Culture: Improve the safety culture of Sydney Trains through understanding critical risks and ensuring controls are in place and effective.</p>	
<p>Enterprise Agreement: Negotiate a new Enterprise Agreement to replace the Sydney Trains Enterprise Agreement 2018, which nominally expired on 1 May 2021. We will be bargaining for a new Enterprise Agreement from mid-June 2021.</p>	
<p>Integrated People Plan: The Integrated People Plan is about the evolution of the Sydney Trains workforce and our commitment to creating an exceptional employee experience. The programs are built on shaping our future workforce in order to deliver on our customers' experience, adapt to changing technology and keep pace with infrastructure investments. The plan is the first part of an evolving strategy that will be realised over the next five years.</p>	
<p>Health & Wellbeing Program: To sustainably improve the health and wellbeing of employees through education, targeted activities and coaching support for a healthy lifestyle.</p>	



