

NSW TrainLink Annual Report

Volume 1 | 2021-2022

transport.nsw.gov.au



NSW Trains

(trading as NSW TrainLink)

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Transport for NSW in-house design services were used to produce this report. There were no external costs associated with the production of this report.

This Annual Report can be accessed on the Transport NSW website transport.nsw.gov.au.
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Acknowledgement of Country

NSW TrainLink acknowledge Aboriginal people as the traditional custodians of the lands and waterways on which we serve customers, build infrastructure and deliver projects and we are grateful to Elders past and present for their continual leadership and care for Country.

Many of the transport routes of today follow traditional Songlines and pathways on Country that Aboriginal people have followed, and cared for, for tens of thousands of years.

We respect Aboriginal peoples, cultures and traditions, acknowledge the past, a shared history and celebrate the world’s oldest continuing culture.

Acknowledging the past and committing to improve outcomes for Aboriginal peoples means we take responsibility for the impact that Transport can have by connecting Aboriginal people safely to the economy and socially. We will be guided by Aboriginal people when developing transport solutions.

Front cover: NSW TrainLink employee waving on station.

Letter to Ministers

The Hon. Robert Stokes MP
Minister for Infrastructure, Minister for Cities, and
Minister for Active Transport

The Hon. Samuel Faraway MLC
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 2022.

The Annual Report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Statutory Bodies) Regulation 2015* and the *Government Sector Finance Act 2018*.

Yours sincerely


Pete Allaway
Chief Executive
NSW Trains

Contents

From the Chief Executive	6
About this report	10
About NSW TrainLink	12
Key facts	14
Who we are	15
Transport operating model	18
Our structure	20
Delivering on our purpose	23
Our strategic direction	24
Our cultural aspirations, commitments and behaviours	26
Delivering outcomes for the people and communities of NSW	28
Connecting our customers' whole lives	30
Successful places for communities	40
Transport systems and solutions that enable economic activity	42
Thriving people doing meaningful work	43
Financial overview	48
Operational Expenditure	51

Appendices	52
Appendix 1: Customer complaints and feedback	54
Appendix 2: Disability Inclusion Action Plan	55
Appendix 3: Multicultural policies and services	55
Appendix 4: Access to government information	56
Appendix 5: Privacy Management Plan	60
Appendix 6: Disclosure of controlled entities and subsidiaries	60
Appendix 7: Legal change	60
Appendix 8: Environmental management	60
Appendix 9: Research and development	61
Appendix 10: Audit and risk management	62
Appendix 11: NSW Trains Cyber Security Policy attestation statement	67
Appendix 12: Insurance	68
Appendix 13: Public interest disclosure	68
Appendix 14: Funds granted to non-government community organisations	69
Appendix 15: Payments to consultants	69
Appendix 16: Payment of accounts	70
Appendix 17: Investment performance	72
Appendix 18: Implementation of price determination	72
Appendix 19: Land disposal	72
Appendix 20: Overseas travel	72
Appendix 21: Work health and safety performance	73
Appendix 22: Executive and employee remuneration	74
Appendix 23: Human resources	76
Appendix 24: Workforce diversity	77
Annual reporting compliance checklist	78



From the Chief Executive





“The whole journey was amazing and pleasant. The staff were friendly, the food was good (I ordered beef stew), and my seat was comfortable. The staff member who made announcements brought us so much joy. He is hilarious and his humour made the journey more delightful. I prepared my iPad and a book in case I would feel bored. However, I only read two pages of the book and no time for me to take my iPad out.”

NSW TrainLink customer testimonial



Foreword

At NSW TrainLink, we work hard every day to provide reliable, safe journeys and great experiences for everyone travelling on our trains and coaches. This year has seen major challenges, with significant flooding across the State, and the ongoing challenges of the COVID-19 pandemic. Through it all, our teams continue to work tirelessly to keep customers safe on their journeys, living up to our goal to connect communities across the State.

The safety and wellbeing of our customers and employees remains our number one priority at NSW TrainLink and is the foundation of our Make a Difference and SAFELink strategies.

This year we have introduced an important new safety initiative as part of our continuous improvement safety program with Leadership Safety Walks. These are a great opportunity to involve leaders in the ongoing effort to review and improve our safety practices, as well as an opportunity to recognise and celebrate the great work that is happening across our business.

Hundreds of these walks have already taken place and they're paying off with a 27 per cent drop in the number of injuries sustained by our people. While we celebrate this success, we will continue to look for more ways to improve.

Connecting people and communities is what we do, and finding ways to improve the experience of our customers is core to that promise. To help us do that, we're introducing a new customer feedback survey to give us more information for each stage in our customer's journey. We will use this data to drive further innovation and improvements.

We also trialled a new internal survey program so employees could give timely, direct, and regular feedback to their leaders on key aspects of their wellbeing. This gives leaders an opportunity to identify and respond quickly to any emerging issues.

Another pillar of our strategy is working smarter to ensure our financial sustainability so we can continue to provide value to our customers and communities and maintain a sustainable service into the future. We know the transport needs of our customers and communities throughout the various NSW regions are changing and we're working to change with them.

Our focus on providing sustainable, reliable services also means we're continually working towards improving the environmental sustainability of our operations and reducing our carbon footprint. In July 2021, all NSW TrainLink and Sydney Trains electric powered rail services and stations transitioned to 100 per cent renewable electricity, four years before the target date of 2025.

I am incredibly proud of our NSW TrainLink family and the service we provide our communities. Our people have faced some very challenging times in this financial year and no doubt there are more challenges ahead. I am constantly inspired by the resilience of our people and their commitment to the customers and communities we serve.

Pete Allaway

Chief Executive
NSW Trains

About this report



The NSW Trains Annual Report 2021-22 provides an overview of our performance and achievements during the 2021-22 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*.

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.

Volume 1

About us

A profile of who we are, key facts, our operating model, our train and coach network, our purpose and values, our strategic objectives, and our business priorities.

Delivering on outcomes for the people and communities of NSW

This chapter presents our business performance results and showcases the programs and projects we delivered to improve performance against Transport's Outcomes.

Financial overview

An overview of our financial results for 2021-22. A comprehensive set of financial statements on all 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.

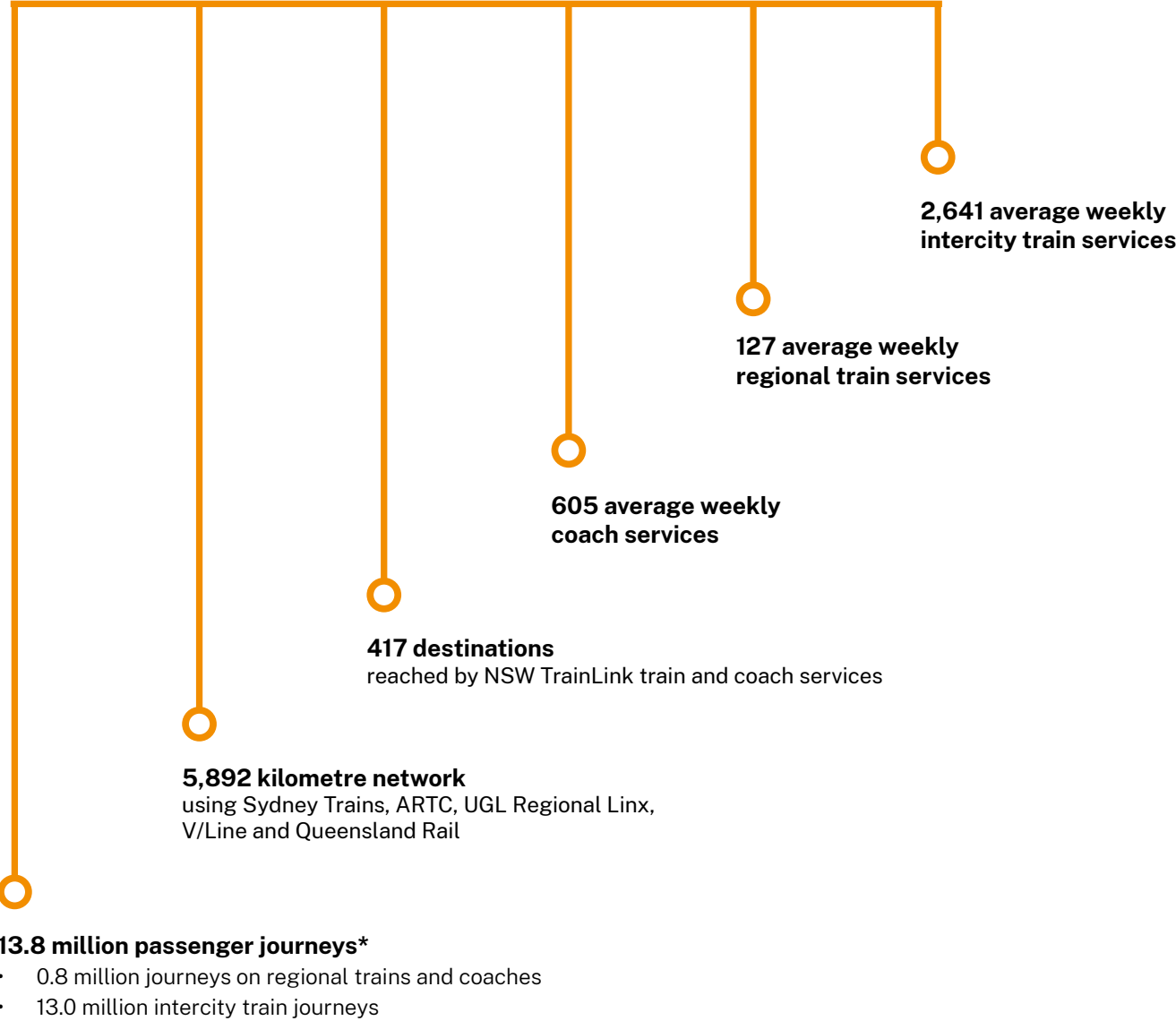
“There was a staff member on the station assisting people with the trains prior to ours. She went above and beyond any railway staff actions that I’ve ever seen in all the years I’ve been catching the train. Her customer service, kindness and friendliness is AMAZING!”

NSW TrainLink customer testimonial

About NSW TrainLink



Key facts



Who we are

NSW TrainLink was established on 1 July 2013 under the *Transport Administration Act 1988*, to focus on delivering services to meet the needs of intercity and regional customers.

As an agency of the Transport and Infrastructure cluster, we provide rail and coach services to deliver integrated transport solutions and improved transport outcomes for the regional community. NSW TrainLink works in partnership with the Regional and Outer Metropolitan (ROM) Division of Transport for NSW.

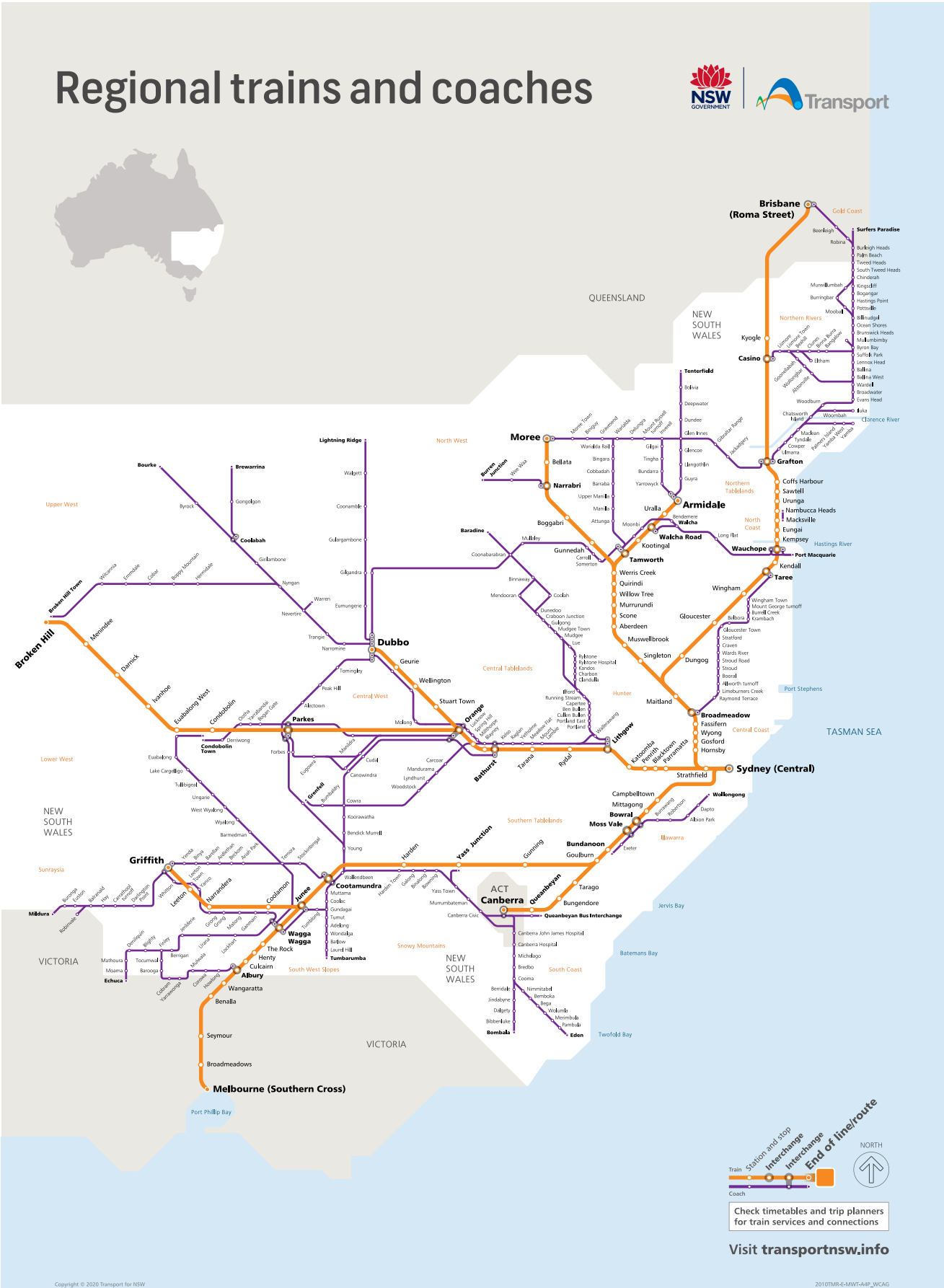
We provide transport services across regional NSW and into Queensland, South Australia, Victoria and the Australian Capital Territory. We also provide train services to commuters across the outer metropolitan areas of the Blue Mountains, Southern Highlands, Newcastle and Central Coast, the Hunter, and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

We put the customer at the centre of everything we do. 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. We do this by partnering with Transport for NSW, private coach operators and rail infrastructure maintainers to deliver customer-focused services.

Our initiatives and programs are guided by our purpose and priorities, the Premier’s Priorities, Transport’s strategic priorities and the Future Transport Strategy.

NSW TrainLink has more than 2,100 employees located across the State. Many of our employees live in the regional communities that we serve.

*The COVID-19 pandemic continued to impact patronage across both NSW TrainLink regional and intercity services



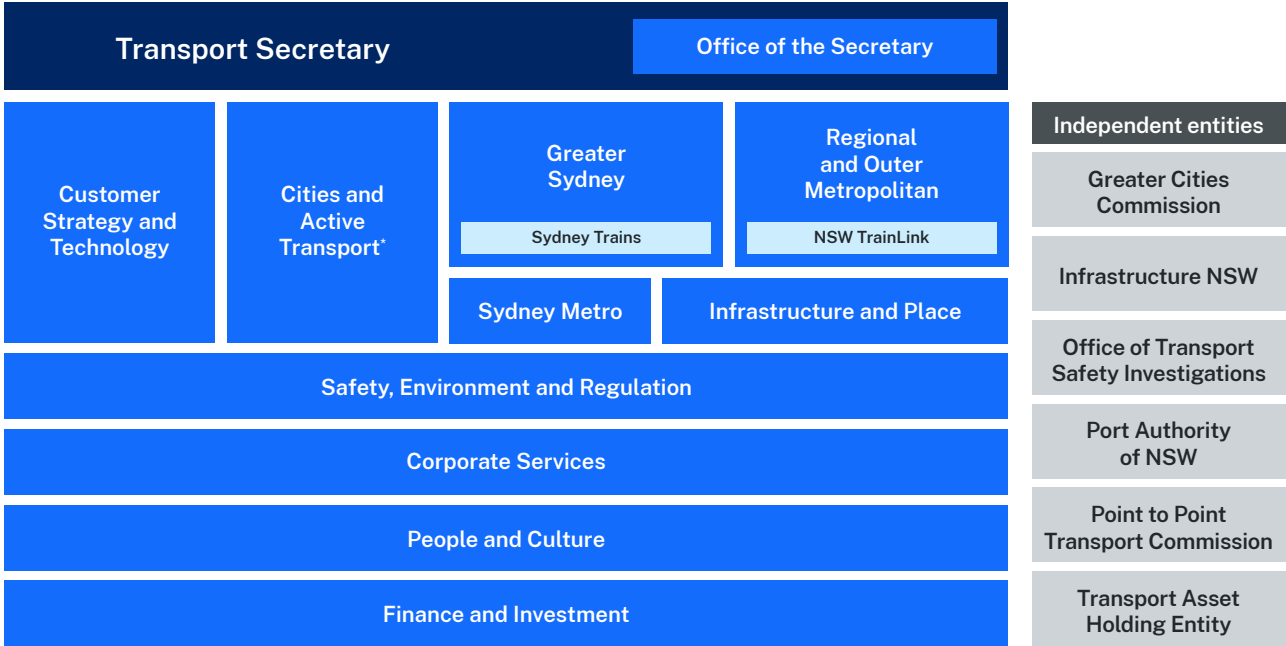
Transport operating model

Transport for NSW is the lead agency of the NSW Transport and Infrastructure cluster and works closely with an extended network of government agencies and independent entities to deliver outcomes for the people of NSW.

As an agency working in partnership with the Regional and Outer Metropolitan Division, the operating model shows how NSW TrainLink works with the cluster to deliver outcomes for our customers and communities.

The Transport operating model facilitates a place-based approach to transport, with a focus on mobility and end-to-end journeys, rather than individual modes of transport and recognises the broader role that transport plays in creating great places in our communities. The people of Transport bring the operating model to life through our values and Five Ways of Leading*.

**See p.27 for Five Ways of Leading*



*Includes some staff employed by Department of Transport

Transport's operating model as at June 2022



“The station manager was so friendly, helpful and eager to provide information about the history and background of the train network. Our family emigrated to Australia five years ago and my parents visited from South Africa. My dad worked for the South African Railways so he was eager to experience a train trip and gain knowledge about Australia’s railways. The NSW TrainLink staff member was extremely helpful, showing us old photos of trains and sharing stories and information relating to the Australia railway network. They are truly an ambassador of the NSW railways and it was such a pleasant experience for my dad, thank you.”

NSW TrainLink customer testimonial

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:

Finance and Commercial

Manages finance and commercial, governance, risk and compliance, procurement and contracts, and service delivery.

Safety

Provides services to NSW TrainLink to deliver expert specialist support and advice about, safety factors in line with legislative and regulatory requirements.

Office of the Chief Executive (CE) and Chief Operating Officer (COO)

Responsible for providing strategic advice and support to the CE and COO, and leads the provision of high-level issues management and support services to the senior management team.

Program Safety

Responsible for designing, developing, and implementing a Digital Safety Critical Information Platform that will ensure where time critical and relevant safety critical information is delivered to frontline employees ready for the start of their trip.

Integration, Fleet and Systems

Responsible for the integration, planning and delivery of a significant program of fleet and system projects that will satisfy NSW TrainLink’s customers and communities across regional and outer metropolitan NSW.

Transformation

Partners with the business to ensure NSW TrainLink and our employees are future-ready, and that operational readiness requirements are met to deliver on our business objectives and organisational targets.

Service Experience and Planning

Through a co-design process, Service Experience and Planning implement customer experience improvement strategies, support the Chief Customer Office and NSW TrainLink Directorates to deliver on Making A Difference projects and provide customer insights to support customer operations.

Region South and West

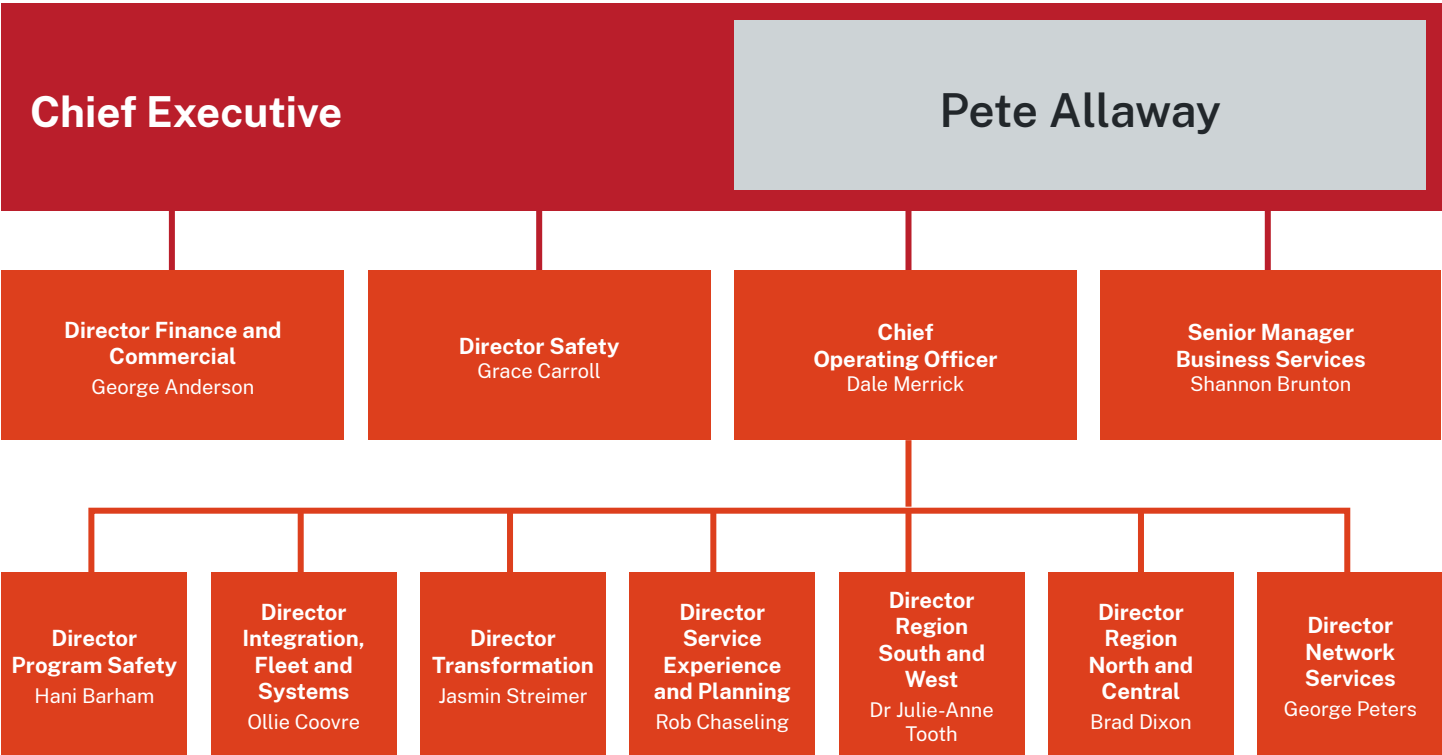
Responsible for the development and implementation of strategies and plans to improve the customer service and satisfaction for our NSW TrainLink customers, and is formed by teams including South Coast, South Main and West.

Region North and Central

Responsible for the development and implementation of strategies and plans to improve the customer service and satisfaction for our NSW TrainLink customers, and is formed by teams including Central Coast, Hunter, and Regional North, Central Intercity, Central Regional and Newcastle.

Network Services

Manages all key operational functions, including the detailed day of operations management to support safe, reliable and efficient train and coach services within the NSW TrainLink network.





Delivering on our purpose

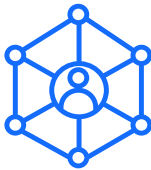
Connecting to Transport’s purpose

The purpose of Transport for NSW is 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 connecting to the Transport purpose, the NSW TrainLink purpose is to connect people and communities throughout NSW.

Transport Outcomes

NSW TrainLink strategies and plans are underpinned by Transport’s Outcomes, which describe the value we are seeking to achieve for customers, communities, the people of NSW and the people of Transport:



Customers - Connecting our customers’ whole lives

Transport plays a vital role in customers’ lives, delivering and enabling safe, reliable, and sustainable transport solutions for the movement of people and goods. Transport works to provide customers with effortless, accessible and personalised journeys, regardless of mode, location or journey type, blending public, private, rideshare, on-demand, active and personal mobility services and options.



Communities - Successful places for communities

At the heart of communities are places where people come together to interact, transact, travel and connect. Successful places support communities to achieve their desired social, cultural, health, environmental, economic and wellbeing outcomes, now and in the future. Partnership with communities ensures that the places created and impacted by the infrastructure, services and experiences provided by Transport and its partners support their desired outcomes, reflect their people and culture, and protect and enhance communities and their environments.



People of NSW - Transport systems and solutions that enable economic activity

The transport system powers and connects a globally competitive, inclusive and sustainable NSW. Transport plays a critical role in driving economic growth and improving quality of life, keeping freight moving productively and sustainably for the people of NSW and Australia, and supporting the transformation of communities into hubs for investment, employment, tourism and essential services. Transport ensures it delivers value for money through sound financial management and effective custodianship of the state’s transport assets.



People of Transport - Thriving people doing meaningful work

We want Transport to be a great place to work and one of the safest workplaces in Australia. We aim to build capability and harness the diversity of our people and their perspectives. We enable the way we work through modern workplaces and choice in where and when we get the job done. We want our people to see how their role contributes to our vision and culture - putting the customer at the centre, people at the heart and for the greater good.

Our strategic direction

Our strategic objectives

Our strategic objectives are aligned to the Premier’s Priorities, Transport’s strategic priorities and the Future Transport Strategy, a suite of strategies and plans that set the vision, directions and principles for customer mobility in NSW.

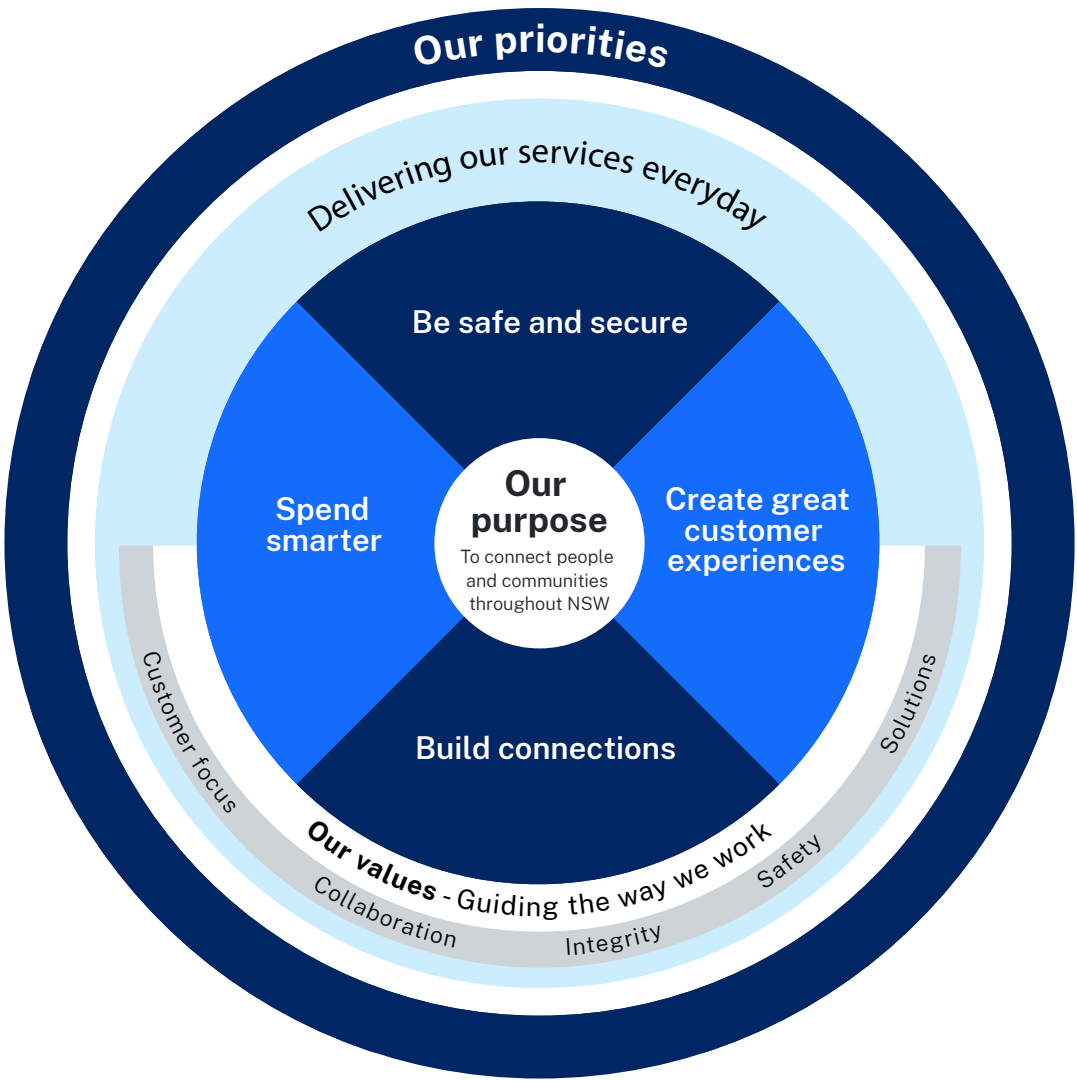
The NSW TrainLink strategic objectives provide direction and focus for the next five to 10 years. These are:

- 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 and Infrastructure 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

NSW TrainLink has four key priority areas to focus on every day. These priority areas are:

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



NSW TrainLink Corporate Plan 2021-22

Our Corporate Plan 2021-2022 provided the strategic context for the initiatives we undertook throughout the year, enabling us to continue to provide rail and coach services to deliver integrated transport solutions and improved transport outcomes for the community.

The plan was built around Transport’s Outcomes and our business priorities. These priorities were put in place to shape our future planning in a way that will help realise the Future Transport Strategy. In the near term, they will enable us to support the Outcomes, ambitions and strategic priorities of Transport for NSW.


Our partners


In 2021-22, NSW TrainLink partnered with Transport for NSW, Sydney Trains, the Australian Rail Track Corporation, John Holland Rail, UGL Regional Linx, 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 statewide.


Our cultural aspirations, commitments and behaviours

Transport cultural aspirations

Transport’s cultural aspirations help NSW TrainLink hold true to who we are, and how we need to lead and work every day to deliver on our priorities and outcomes. NSW TrainLink apply this by:

 **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** – our people are proud to work at NSW TrainLink. Our leaders connect with our people, empowering them to succeed and making everyone part of something bigger. We will be an integrated, flexible, diverse and inclusive business that delivers for customers, communities and the people of NSW.

 **For the greater good** – we make decisions that balance the needs of customers, communities and the people of NSW. We will make a real and lasting difference to peoples’ lives and are known for the positive legacy we leave behind.

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.



Solutions
We deliver sustainable and innovative solutions to NSW transport needs.

Our five ways of leading

Transport’s five ways of leading shows how we lead and work together every day to achieve our culture of people at the heart, customer at the centre and for the greater good. The five ways of leading behaviours describe how we show up in everyday moments:



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



Creative 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.



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.



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

Delivering outcomes for the people and communities of NSW



Connecting our customers' whole lives



Our customers are at the centre of what we do. We worked hard to ensure our network kept running and our customers were kept safe and informed during the pandemic and extreme weather events of the past financial year. We also looked towards the future, upgrading safety, and connecting our customers through better use of data and technology.

Performance

Over the last two years our services have felt the effects of COVID-19, floods and extreme weather events. We understand our customers value on time running and we will continue our work towards delivering services that meet that expectation as our business moves into the 2022-23 financial year.

Punctuality - intercity 24 hour

Intercity	Ontime running (OTR)	
	2020-21	2021-22
24 hours	90.2%	86.4%
Sydney peak	88.5%	85.5%
North (electric)	90.1%	88.3%
Hunter Valley	90.4%	88.0%
West (Blue Mountains)	89.6%	87.9%
Southern Highlands	89.7%	78.8%
South Coast	90.7%	85.7%

Adverse weather events caused multiple line closures, corridor obstructions and infrastructure damage on the intercity lines this year. Infrastructure issues accounted for more than a quarter of all delays split evenly on the Sydney Trains and Australian Rail Track Corporation (ARTC) networks. There was a total of 3,723 intercity unplanned cancellations of which more than half were due to environmental/weather events.

The COVID pandemic impacted crew availability and ongoing industrial action also adversely affected performance.

Punctuality - regional trains

Regional trains	Ontime running (OTR)	
	2020-21	2021-22
All	76.5%	71.2%
Armidale	78.1%	73.8%
Brisbane	69.9%	66.1%
Casino	64.3%	60.1%
Grafton	84.4%	83.3%
Moree	82.7%	84.1%
Canberra	81.0%	73.9%
Griffith	85.7%	72.4%
Melbourne	65.0%	53.8%
Broken Hill	79.8%	83.3%
Dubbo	85.5%	85.8%

Regional rail services punctuality has decreased from 76.5 per cent in the 2020-21 financial year to 71.2 per cent in the 2021-22 financial year.

Regional rail services were impacted by crew shortages as a result of the COVID pandemic in addition to line closures and cancellations resulting from flooding and inclement weather. We will continue to work with our partners to minimise impacts on our customers, including addressing delays on regional lines caused by speed restrictions, infrastructure disruptions and freight service reliability.

Planned cancellations almost doubled across the regional network, rising from 733 in 2020-21 to 1,348 in 2021-22. The majority of cancelled and terminated services were replaced by coaches to convey passengers to their destinations.



Snow affects tracks near Lithgow Yard, August 2021.



Train traveling over bridge near Lithgow.

Punctuality - regional coaches

Regional coaches	Ontime running (OTR)	
	2020-21	2021-22
All	94.2%	92.0%
North	91.2%	91.0%
North West	92.6%	92.1%
West	97.0%	93.6%
South	94.2%	90.5%

As NSW TrainLink guarantee connections, coach service delays are generally a direct result of train delays. This year coach services were also highly affected by extreme weather events, particularly the floods with the road network greatly impacted.

Customer satisfaction

Intercity		
	May 2021	May 2022
Overall level of customer satisfaction	91%	89%
Timeliness	80%	79%
Safety and security	90%	90%
Convenience	88%	89%
Accessibility	93%	93%
Comfort	90%	92%
Cleanliness	89%	86%
Information	89%	87%
Customer service	86%	88%
Ticketing	93%	93%

Booked regional trains		
	May 2021	May 2022
Overall level of customer satisfaction	95%	95%
Timeliness	86%	88%
Safety and security	96%	95%
Convenience	92%	91%
Accessibility	96%	95%
Comfort	91%	90%
Cleanliness	94%	93%
Information	91%	91%
Customer service	93%	93%
Ticketing	95%	95%

Booked regional coaches		
	May 2021	May 2022
Overall level of customer satisfaction	95%	95%
Timeliness	92%	91%
Safety and security	96%	96%
Convenience	95%	91%
Accessibility	95%	93%
Comfort	92%	90%
Cleanliness	95%	92%
Information	90%	91%
Customer service	97%	96%
Ticketing	96%	95%

Overall customer satisfaction on NSW TrainLink booked regional trains and coaches remains high at 95 per cent and our intercity result was 89 per cent for May 2022. An increase in customers satisfied with accessibility and ease is resultant of customer experience improvement initiatives such as the delivery of the Transport Access Program (TAP). Timeliness and information are focus areas for improvement. Initiatives including partnering with rail infrastructure maintainers regarding network resilience, customer notification of delays and the introduction of multi-modal Passenger Information Displays are currently being delivered to address these focus areas.

Customer safety

Customer safety	% change			
	2019-20	2020-21	2021-22	FY 2021-22
Number of customer injuries	198	76	66	-13%
Number of rail trespass incidents	1,532	1,646	797	-51%
Number of level crossing incidents	153	152	44	-71%
Number of signlas passed at danger (SPAD)	36	39	25	-36%

The number of customer safety related events dropped in every category this financial year. In part this was due to stringent COVID-19 lock downs which reduced the movement of people in the community.

However, NSW TrainLink also actively sought to improve the safety of our customers through local community engagement and education campaigns. This includes school programs, attending community events, and being an active member of level crossing strategy groups. Through these initiatives, NSW TrainLink engaged with rail infrastructure maintainers and local police to target hot spot safety areas for improvement.

Customer safety initiatives

The pandemic continued to challenge our ability to maintain the highest levels of safety, but with agile responses and ways of working we have achieved great outcomes for our customers.

COVID-19 response

Throughout the COVID-19 pandemic we put in place a range of measures to keep staff and customers safe on our services. This included:

- providing access to hand sanitiser across all station and customer interaction points
- providing masks to customers on board our services
- adding signage to our travel centres and stations to help people maintain a safe distance
- boosted cleaning on services and in travel centres
- monitoring of crowding on stations.

As we were able to carry more passengers, we continued to monitor the safety standards we applied to help keep our staff and customers safe when travelling. We provided masks, spaced seating and added additional carriages so we could continue to provide our services to as many customers as possible.

Rail trespass

NSW TrainLink dealt with 797 incidents of trespass, which is 49 per cent lower than the previous financial year when 1,646 incidents of trespass were reported.

The reduction can be attributed to the active engagement and forums with Transport for NSW, rail infrastructure maintainers, local councils, NSW Police Transport Command and NSW communities, to reduce the risk of trespass into the rail corridor. Rail Safety Week was held in August 2021, which aims to educate people about rail safety including the risks of trespass.

Customer injuries

Proactive efforts to reduce customer injuries through Transport Access Programs and enhanced asset maintenance led to an overall reduction of 13 per cent in the number of customer injuries from the previous financial year.

Slips, trips and falls, and ill health are the most common injury types. NSW TrainLink continued to monitor any trends and to implement strategies to address customer injuries and near misses. Customer facing staff were empowered to focus on the key risks and provide appropriate supervision and care so that customer safety is maintained.

Level crossings

Level crossing collisions between trains and vehicles are a major road safety risk. There are more than 2,700 road level crossings on the NSW rail network. This excludes any level crossings in private rail yards and on non-operational rail lines.

In 2021-22, NSW TrainLink reported 44 level crossing incidents. Of the 44 incidents, six resulted in collision. This is significantly lower when compared with 152 incidents from the previous year. This can be attributed to a reduction of traffic movements as well as reduction of train services due to COVID-19.

NSW TrainLink worked constructively with rail infrastructure maintainers to manage safety at level crossings. Key projects included collaboration on the lift upgrade at Blackheath Station which will remove the need for customers to use the level crossing when work is completed next year.



NSW TrainLink stand and coach accessibility display at the Royal Bathurst Show.

NSW TrainLink also worked closely with the community to provide education on level crossing safety. This included a schools education program, safety stands at the Royal Bathurst Show and Mudgee Field Days and coordinating with local police in areas of concern. NSW TrainLink drivers also appeared in online videos used to educate motorists and road users how to traverse level crossings safely.

NSW TrainLink joined the Office of the National Rail Safety Regulator (ONRSR) National Level Crossing Portal launched in Rail Safety Week 2021. The portal was developed by ONRSR and provides data analytics to help government and industry make better informed planning and investment decisions on level crossing safety treatments.

NSW TrainLink is a standing invitee at the Level Crossing Strategy Council Meeting, Level Crossing Working Group and Level Crossing Communications Working Group, providing a unique perspective as a Rolling Stock Operator (RSO).

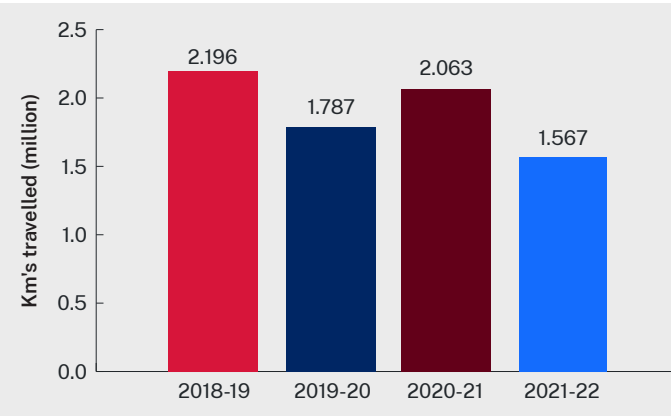
Signals Passed at Danger (SPAD) incidents

A signal passed at danger (SPAD) is when a train passes a stop signal when not allowed to do so. Signals are part of an overall safety system designed to separate rail traffic, therefore a reduction in SPAD incidents reduces customers' potential exposure to incidents.

Between 1 July 2021 and 30 June 2022, NSW TrainLink recorded 25 SPAD incidents. This includes all incidents where a train passed a signal at stop or exceeded some other limit of authorised movement, except where the signal was returned to stop as the train approached (known as a Returned In Face Of Driver (RIFOD) SPAD). Of the incidents, 24 were caused by operator error and one was due to low adhesion caused by track contamination.

This is a significant reduction from the previous year's total of 39, even considering the reduced number of kilometres travelled due to COVID-19 border closures and weather-related events (see diagram below).

SPAD's per million kilometres travelled



There was a significant reduction in SPADs where distraction was the primary contributing factor, down from 11 in 2020-21 to just four in 2021-22. Smaller reductions were recorded in SPADs primarily attributed to train management, failure to respond to preceding signals, communication and assumption.

NSW TrainLink will continue to implement and build on the SPAD Action Management Plan. Key focus areas going forward will be identifying opportunities for systemic improvement through investigations, establishing two-way communication with frontline staff around SPAD risks and lessons learned, and the development of training material that specifically addresses identified SPAD risks.

New app improves customer safety

NSW TrainLink launched the SafeZone mobile phone app in June 2022 to make reporting of safety and security incidents more accurate, timely, efficient, and reliable.

The app allows station staff to contact security and emergency services at the same time so emergencies can be responded to more quickly and efficiently. NSW TrainLink staff can report incidents from their exact location via call, text, or data uploads.

While in its early days of operation, SafeZone has the potential to significantly increase safety reporting and reduce response times across the network.

Creating more liveable communities for people with disability

A key action of the Transport for NSW Disability Action Plan 2018-2022 is to progressively improve accessibility of train stations. Over the financial year, Transport for NSW has delivered numerous upgrades to stations under the Transport Access Program (TAP). Under the program, improved customer access, safety and inclusion was delivered across the NSW TrainLink network for people with disability, limited mobility and parents and carers with prams. Further details of this program can be found on page 38.

Another key action in the Disability Inclusion Action Plan is to progressively improve the accessibility of the train fleet, including a new, accessible, intercity train fleet.

Accessibility, inclusive design and human factors principles were key drivers in the design of the new fleet of intercity trains, the Mariyung. NSW TrainLink sought extensive feedback on accessible design elements of the fleet. A range of customers were consulted, as well as the Accessible Transport Advisory Committee (ATAC), a committee with representatives from disability and ageing organisations, who provide expert guidance on access and inclusion to Transport for NSW.



Mariyung fleet - accessible help points with Braille and tactile instructions located next to every allocated wheelchair seating space and in every entry vestibule.

Accessibility and inclusion design features of the Mariyung fleet include:

- more circulation space in vestibules and end saloons
- auto flip up seats in the dedicated wheelchair seating space

- low back longitudinal seats in end saloons to allow greater visibility for passengers entering the train to see availability of wheelchair seating spaces
- removal of the traditional centre grab pole, an obstacle for wheelchair users, and provision of additional hand holds for stability around the perimeter of the vestibule
- priority seating for parents with children, people with an ambulant disability or vision impairment including space for a guide dog
- accessible help points with braille and tactile instructions located next to every allocated wheelchair seating space in every entry vestibule
- internal and external electronic information screens
- digital voice announcements of upcoming stops and doors closing
- hearing loops throughout the carriages
- more braille and tactile signage
- improved pictograms and presentation of information
- an accessible bathroom on every train, located adjacent to accessible seating areas
- an additional ambulant toilet on longer trains
- bigger luggage storage racks in accessible locations in end saloons
- wider and less steep stairs leading to the upper and lower seating areas
- luminance contrast incorporated into handrails, doors and to denote different areas such as the walkway area next to seating
- use of different seat fabrics and colours which communicate the different purpose of the seat or area, e.g. priority seating, flip up seats or quiet car.

Managing disruptions

NSW TrainLink faced an extraordinarily complex and changing operating environment this year with the ongoing pandemic and extreme weather events overlapping.

Through this period, we worked to minimise disruption of rail services for our customers and communities. We increased our efforts to keep customers informed with personal real-time communication and ensured our services were clean and safe with strict cleaning protocols.

COVID service adjustments

The arrival of the Delta and Omicron COVID variants and ensuing compliance with rule changes provided a new complex challenge for NSW TrainLink. Over the past financial year, we have managed social distancing restrictions, lockdowns, interstate border controls, mask mandates and a return to normal service capacity.

During lockdowns, NSW TrainLink continued to run essential services. As physical distancing parameters changed, we altered services to ensure our customers could access safe, reliable, and clean services where they could adhere to social distancing rules throughout their journey.

We kept our customers informed of changes and disruptions with proactive SMS messages, emails, and phone calls. We made additional voice announcements and placed posters on trains, coaches and at stations. We embraced digital communication, responding and communicating with customers on our social media feeds, adding COVID information pages to our website and travel alerts on booking engines.

To keep customers safe, our cleaning teams wiped down high touch surfaces and added green dots to manage social distancing on services. NSW TrainLink’s in-house tracing team managed potential close contacts and surveillance testing of operationally critical workers.

Managing extreme weather

Unprecedented rainfall and winds impacted the rail network this year with several services cancelled due to flooding or operating at lower speed to ensure safety. In the March flood several services ran to a reduced timetable, which impacted customer journeys.

While these disruptions were out of our control, NSW TrainLink kept customers informed of service impacts with direct communication on phone, email, SMS, using voice announcements, social and mainstream media. We worked collaboratively with Transport for NSW to encourage customers to plan their trips using transport.info and checking LiveTraffic.com for real time updates.

Station improvements and upgrades

NSW TrainLink facilitated the on-site delivery of station refreshes and upgrades at 30 regional stations, and one outer metropolitan station. These projects continued to be delivered after commencing the prior financial year.

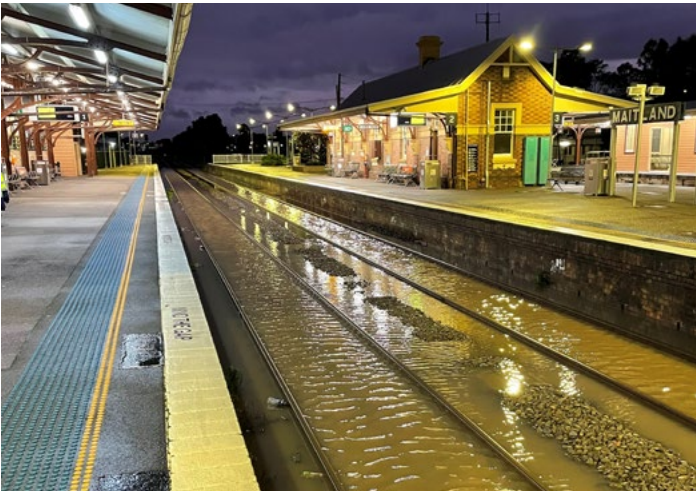
Funding for the improvements came from NSW TrainLink together with the NSW Accelerated Capital Maintenance (Stimulus) program and the Transport Access Program, a program for improving access to public transport for everyone, including people with disability or limited mobility, and parents with prams.

At Thirroul and Milthorpe, the existing bathrooms were renovated, including re-tiling, replacement of fixtures and fitting and the installation of new LED lighting linked to sensors and exhaust fans. These upgrades improved cleanliness, energy efficiency and customer satisfaction. They have also increased customer safety by reducing hazards that might cause slips and falls.

Parkes Station was refreshed with external painting and minor repairs in line with ongoing maintenance.

To improve customer access to information, NSW TrainLink also facilitated the upgrade of the customer operations office and service desk at Gosford Station in November 2021. The \$1.1 million renovation ensured that customers could see and speak with staff at all hours which also improved safety.

Upgrades were completed at Wauchope and Armidale stations including re-roofing and repainting. The upgrades have improved customer experience and reduced future maintenance and repair costs.



Flooding at Maitland
Photo by Antony Gorman

NSW TrainLink also facilitated upgrades to the carparks at Woy Woy, Kootingal, Eungai, Gloucester, Urunga, and Wingham. The works improved asphalt coverage, line-marking, added wheel and kerb stops and fixed drainage and pothole issues. The upgrades also improved customer safety and inclusion by adding lighting and accessible car spaces.

Improving station accessibility

The Transport Access Program (TAP) delivers a better experience for public transport customers across NSW by providing accessible, modern, secure, and integrated transport infrastructure. The program is funded by Transport for NSW and NSW TrainLink manages customer disruptions and expectations during construction and delivery.

Transport completed upgrades of four NSW TrainLink stations this year under the Transport Access Program at Niagara Park, Narara, Ourimbah and Lisarow stations.

During the upgrades NSW TrainLink staff managed temporary changes to pedestrian entrances, ensuring customers were safe, informed, and able to access our services without impediment. This included the installation of signage to direct traffic and inform customers of thoroughfare closures.

Central Station upgrades – Sydney Metro and Central Station Renewal program

NSW TrainLink worked with Transport for NSW to manage customer impact and operational change for the Central Precinct Renewal Program and the construction of the Sydney Metro.

Central Precinct will become an exciting new place for business and the community, renewing up to 24 hectares of government-owned land in and around Central Station. NSW TrainLink operational functions relocated to level one Central allowing the development of the Quantum Terminal, a technology hub for IT start-ups.

NSW TrainLink managed customer access during the construction of the new Central Metro Terminal. This included installation of a new lift to connect customers to multiple modes of transport, including suburban, intercity and regional train services, light rail, coaches, buses, ride share services, taxis and in the future, Metro services. It also included upgrades to the existing escalators to improve reliability and improved customer signage.

As a result of the changes, customers who arrive at Central Station, from any direction, can find their way to their trains more easily. The new canopy, platforms, escalators, lifts, and customer information has improved customer satisfaction,

customer flow through opening of spaces and customer comfort by improving the space customers are not exposed to bad weather. The redesign has also taken pressure off the existing lift that services levels one, two and three (the Quantum Terminal).

Improving connections

NSW TrainLink planned for the future of regional and intercity travel by progressing the delivery on our new train fleet and extending regional coach trials.

Mariyung intercity fleet

The state-of-the-art Mariyung intercity fleet, currently being prepared for operation, will deliver improved safety, accessibility, comfort, and modern features for customers who make almost 45 million journeys a year. When complete, it will replace the aging V set trains carrying customers from Sydney to the Central Coast, Newcastle, the Blue Mountains, and the South Coast.

The Mariyung fleet has been specifically designed for customers travelling greater distances. Features include comfortable high back seats with tray tables, arm rests and mobile device charging points, along with quality lighting. There is also a significantly improved information system with LED screens and real time information, dedicated luggage storage and bike racks.

In July 2021, NSW TrainLink received accreditation from the Office of the National Rail Safety Regulator (ONRSR) to operate the Mariyung into customer service on the Central to Newcastle line. Achieving accreditation means the operating model and systems for the Mariyung fleet have been assessed as safe.

Transport for NSW continues to work collaboratively with the Rail, Tram and Bus Union to reach an agreement on the operating model to bring the Mariyung fleet into passenger service. The Mariyung fleet will be progressively introduced on the Central Coast and Newcastle line once the operating model is finalised and the crews trained

Over the past year we have:

- completed two pilot training courses for drivers and guards
- conducted virtual on-train engagements during social distancing restrictions to familiarise staff with the features of the new fleet
- commenced testing on provisionally approved trains at the Kangy Angy maintenance facility

- completed platform lighting upgrades on the Central Coast and Newcastle line, with the focus now shifting to the South Coast and Western lines
- undertaken continuous scenario planning and adjustment of documentation for operating models that may manifest as a result of ongoing enterprise agreement.



Mariyung intercity train

Regional coach trials

NSW TrainLink trialled new services to improve connections for regional communities attending medical or business appointments, shopping, recreational activities and visiting family and friends.

When determining the viability of new coach services, we considered a range of factors including patronage and the economic and social benefits to regional communities. Given the ongoing pandemic, NSW TrainLink has worked flexibly to ensure these trials accurately reflect community needs.

Based on positive community demand, the following trial services were extended to 30 June 2023:

- **Broken Hill – Adelaide** - Launched in June 2019, the service currently operates as four journeys per week - two day return trips operating Monday/Tuesday and Friday/ Sunday.
- **Broken Hill – Mildura** - Launched in June 2019, the service currently operates four journeys per week - two day return trips operating Wednesday and Friday.
- **Forster – Coffs Harbour** - Launched in April 2019 as a day return coach service between Forster, Taree, Port Macquarie and Coffs Harbour, the service currently operates one journey per week, on Fridays.
- **Goulburn – Canberra** - Launched in September 2018 as a day return coach service between Goulburn and Canberra. Following significant community feedback, a revised timetable has been developed, providing a five-day return commuter services between Goulburn and Canberra.

Improving digital connections

Our customers expect to stay connected as they travel around our State. To improve connections, we have increased options for charging devices and begun a process to upgrade our customer reservation system.

Easy device charging for customers

Our customers rely on phones and devices to stay connected, but their phones often run out of battery life while travelling.

In June 2022, NSW TrainLink began the rollout of EzyCharge Device Charging Stations to regional station waiting rooms across the State. Each free-standing charging station provides eight secure and compact charging lockers for phones or tablets with a range of cable types. The charging service is provided free to customers.

EzyCharge Stations were installed at Lithgow, Bathurst, and Blayney stations by the end of the financial year, with the rest scheduled for installation over 2022-23.

The charging stations proved extremely popular. Station staff reported customers were delighted with the option to charge their phones while waiting for their train service to arrive.

The rollout supports our vision to connect customers and communities for the future growth of regional NSW.

Upgrading customer reservations

NSW TrainLink provides the ability for customers to book seats on regional services using a customer reservation system.

Following a review of our current system, we called for Expressions of Interest to replace the existing Amadeus booking system. This upgrade will provide better functionality for customers booking with NSW TrainLink, and is due to be delivered in 2024.

Successful places for communities



NSW TrainLink improved sustainability across our networks and stations and worked with the community to promote diversity, inclusion and post-COVID social connection.

Supporting events in NSW

NSW TrainLink supported the economic and social recovery of our regions following COVID restrictions by attending and participating in community events.

In March, NSW TrainLink ran a customer display at the NSW Seniors Festival Expo in Darling Harbour as part of the Seniors Week gala concert and festival. The NSW TrainLink exhibit provided information about our services and seniors entitlements to support and encourage seniors to travel within regional NSW.

We partnered with Transport for NSW and Maitland Council in May to convert the Maitland Station customer carpark into a roller rink where the community could enjoy roller skating, a garden lighting installation, roving performers, food trucks and DJs. The unique event brought the community together and created a sense of place around the station.

Promoting reconciliation

NSW TrainLink worked in partnership with Aboriginal communities to promote inclusion, respect, and reconciliation.

The Reconciliation Action Plan (RAP) 2019 demonstrates our commitment to working towards reconciliation. 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 line with the RAP, NSW TrainLink installed memorials to the Stolen Generation at Wagga Wagga, Cootamundra, Grafton, Mittagong, Berry, and Bomaderry stations. These memorials are a permanent reminder of the members of the Stolen Generation who came from these communities. Attendees at the unveiling ceremonies heard from Stolen Generation survivors and honoured their stories.

On National Sorry Day during National Reconciliation Week, NSW TrainLink hosted a community service with the Kinchela Boys Home Aboriginal Corporation at Kempsey Station. Between 1924 and 1970 hundreds of Aboriginal boys passed through Kempsey Station on their way to Kinchela. More than 350 people attended the event to



Stolen Generation memorial unveiling in Wagga Wagga ©2022 CGAC, photos by Renae Saxby

acknowledge and honour Stolen Generation survivors. NSW TrainLink is proud to have Kempsey Station as the home of the Kinchela Boys memorial. This event was another opportunity to connect with the community.

During National Aborigines and Islanders Day Observance Committee (NAIDOC) week in July 2021, NSW TrainLink held an event at Bathurst Station to celebrate the theme 'Heal Country'. NSW TrainLink livestreamed the ceremony to ensure our people from across NSW could attend despite COVID restrictions.

Environment and sustainability

NSW TrainLink's Make a Difference (MAD) Strategy 2021 sets our core priorities in line with Transport for NSW's values and strategic objectives. Achieving an environmentally sustainable transport system is a core part of this strategy and a critical element in NSW's efforts to tackle climate change, create liveable places, and support the better health and wellbeing of our communities.

Making the switch to 100 per cent renewable energy

In July 2021, all NSW TrainLink and Sydney Trains electric powered rail services and stations transitioned to 100 per cent renewable electricity, four years before the target date of 2025.

Together with Sydney Trains, we collectively use approximately 874GWh of electricity per annum, around 1.3 per cent of NSW's total electricity consumption. This equates to the electricity usage of approximately 158,000 Sydney households.

War on Waste recycling initiatives

NSW TrainLink reduced the amount of waste produced across our network and stations with innovative solutions that encourage recycling.

In November 2021, NSW TrainLink and Transport for NSW introduced a coffee cup recycling trial at the Newcastle Interchange, with collection units accessible to both customers and staff. The project has been a success with 824 cups collected in the first month. The recycled cups are mixed with other materials to produce items of higher value, such as reusable cups, street furniture and road surfacing.

NSW TrainLink completed a trial to collect co-mingled waste onboard our regional rail services in December 2021. Comingled waste is a system in which eligible plastic, paper and metals are mixed in a single recycling bin. The system makes it easier for customers to recycle and the waste is sorted later at a recycling depot. During the trial customers and crew ensured items that could be recycled were successfully separated from general rubbish, reducing contamination of the waste stream. The findings of this trial are now informing the planning for future recycling initiatives onboard NSW TrainLink regional rail services.

In partnership with Sydney Trains and Transport for NSW we trialled recycling rangers. The recycling rangers were engaged for a three-month trial to sort waste collected from a station precinct, weigh quantities, identify opportunities for process change and report findings. Recycling rangers helped our

customers correctly recycle waste, at five stations across our network. The intention of the trial was to increase our rate of resource recovery by preventing contamination and to determine the best methods to promote in our busy station environments. During the trial, the average recycling rate was 24 times the pre-trial rate.

Reducing single use plastics

The Plastics and Circular Economy Act 2021, which commenced on 29 November 2021, introduced a ban on single-use plastics. NSW TrainLink had previously removed single-use plastic cutlery, plates, and bowls from on-board catering services on November 1. These actions ensured we were compliant the day the legislation was enacted.

Water refill stations

NSW TrainLink has been investigating ways to deliver clean, safe water with less waste and a smaller environmental footprint. We have water Refill Stations at North Wollongong, Broadmeadow, Wauchope, Newcastle Interchange, Byron Bay and Katoomba. NSW TrainLink will continue to work with our partners to improve data and increase access across its station precincts.

Over 2021-22, the following savings were recorded at three of the five stations.

	Total litres	40,248 litres
	Bottles saved	67,080 bottles
	Plastic waste saved from landfill	857 kg
	C02 Emissions saved	6,664 kg
	Estimated users	97,924

Transport systems and solutions that enable economic activity



Growing regional jobs

NSW TrainLink worked to increase regional employment by contracting regional businesses for our construction projects and launching campaigns to attract regional crew.

Mindyarra Maintenance Centre

The New Regional Fleet project is replacing the current regional fleet with 29 modern, comfortable and more accessible trains. As part of the project, the NSW Government is constructing the Mindyarra Maintenance Centre, a purpose-built maintenance facility in Dubbo that will service NSW TrainLink’s new regional rail fleet. The Mindyarra Maintenance Centre’s regional workforce grew by 13 per cent over the past financial year. Once complete the maintenance centre will provide 50 ongoing roles during maintenance and opportunities for long term employment and skills development.

Construction of the centre provided a welcome boost for the regional economy with several regional businesses engaged to work on the project.

Mindyarra’s welded rail components were designed and manufactured by Voestalpine Railway Systems Australia in its Bathurst factory. Voestalpine had supplied about 10,650 meters of rail track for the centre with about 3,000 meters forming the Main Western rail line.

Parkes-based business Compliance Rail was contracted to coordinate safe working arrangements during track works. Compliance Rail is a full-service Aboriginal railway contractor that specialises in railway safe-working, track examination and certification, rail welding, track maintenance and skilled rail labour.

Regional crew recruitment

In September 2021 NSW TrainLink ran ‘More than just a job’ regional recruitment campaign targeting regional areas for regionally based crew.

The initial stages of the campaign created a Regional Driver talent pool to fill current and future vacancies at our regional depots in Taree, Grafton, Sydney, Dubbo, Junee, Canberra, Werris Creek, and Goulburn.

The social media campaign generated higher than average engagement scores and dozens of comments expressing interest in becoming a Regional Driver. The campaign resulted in a 60 per cent increase in regional applications and 47 per cent increase in candidates making it to eligibility list, and the creation of Regional Driver talent pool.

Spending smarter

Our continued focus on future sustainability is providing better value to our customers and communities.

Over 2021-22 NSW TrainLink reviewed agreements, identifying and negotiating savings. An example includes 19 timetabled coach contracts. Internal agreements were reviewed to ensure the correct level of service and corresponding charges to NSW TrainLink, for services provided from Transport for NSW, Sydney Trains, and Transport Asset Holding Entity (TAHE). The savings identified have been reinvested back into the business.

Thriving people doing meaningful work



NSW TrainLink has introduced new initiatives to improve safety for our workforce. We have invested in training and leadership programs and found new ways to improve diversity, inclusion, and access.

Performance

Time lost to injuries improved in 2021-22. Physical injuries were largely associated with manual tasks. Psychological injuries included psychological injuries often associated with near miss incidents such as trespass, and suicide.

Initiatives that have contributed to this improvement included:

- proactive hazard reporting so incidents can be prevented before they happen
- ongoing onsite physiotherapy 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
- 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.

Lost time injuries	2019-20	2020-21	2021-22	% change FY 2021-22
No. of lost time injuries (physical)	151	62	48	-14%
No. of lost time injuries (psychological)	234	69	48	-30%
Total	311	131	96	-26.7%
Lost time injuries frequency rate (physical)	25.47	15.31	15.34	0.1%
Lost time injuries frequency rate (psychological)	33.07	22.45	15.34	-31.7%
Total	58.54	37.76	31.68	-16%

Safe workplace

The COVID pandemic remained our biggest safety challenge this financial year. To keep our people safe, we consulted with them on initiatives to protect their health and wellbeing.

NSW TrainLink stayed up to date with the latest Public Health Orders (PHOs) and advice from NSW Health, through Transport representation at NSW COVID Taskforce meetings. Our Health and Safety Representative (HSR) facilitated feedback and consultation with staff on emerging COVID issues and the COVID Safe Measures Policy. NSW TrainLink undertook regular leader briefings to inform and discuss emerging COVID issues.

In addition to the COVIDSafe Controls such as masks, social distancing, cleaning of services and staff facilities, NSW TrainLink enabled access to diagnostic testing (PCR and RAT) at selected NSW TrainLink locations, and provided RAT in regional areas. In February 2022 Transport for NSW introduced vaccination requirements for all roles, including NSW TrainLink, as part of the COVIDSafe Measures Policy.

Leadership walks improve safety

NSW TrainLink Leadership walks, which commenced May 2022, offer a unique opportunity for leaders to engage with frontline staff. On the walks, leaders and their teams openly discuss safety and environmental practices in the workplace and identify opportunities for improvement.

The walks are part of the NSW TrainLink SafeLink Strategy which sets out our commitment to continual safety improvement using a multi-disciplinary approach.

Since May, 232 Leadership walks have been conducted. Early feedback from leaders in the organisation have welcomed the opportunity to work collaboratively with their teams to enable positive health and safety outcomes. Additionally, through adoption of the Safety Leadership Walks, there has been a slight increase in hazard reporting another lead safety performance measure.

Frontline leaders as safety champions

Our new Safety Leadership Capability program complements the leadership development program as set out in the MAD Strategy. Frontline leaders complete the program during on-boarding and as refresher courses throughout their employment with NSW TrainLink. The overall objective is to ensure that safety is a priority and that leaders role model safe behaviours across the organisation.

Using an evidence-based risk management approach, the course clearly articulates safety priorities, gives leaders the skills to be safety champions and discusses the differences between transformational leadership and transactional leadership.

To June 30, two face-to-face Safety Leadership Capability program modules were delivered to frontline leaders to develop the skills and competency to effectively lead teams to improve safety outcomes. The feedback from these sessions has been positive and has led to incremental safety culture change.

Safety Risk Assurance

The Safety Risk Assurance Program systematically reviews NSW TrainLink’s top 20 safety risks to ensure risks are managed and reduced in accordance with the ‘so far as is reasonably practical’ principle described in the Rail Safety National Law.

Under the legislation NSW TrainLink must demonstrate we have managed risks for our people and for customers. The past financial year has seen several types of risk spike such as flooding on the network, and the risks associated with COVID-19. To manage these risks, the Safety Risk Assurance Program collected data and detailed records of all incidents and pin-pointed pain areas.

A change of review methodologies this financial year has improved the efficiency of our data collection. Higher risks could be reviewed more frequently. With this data, NSW TrainLink worked with Transport for NSW to manage and overcome trending risks such as level crossing incidents and COVID-19, through changes in procedures, assets, or employee competence.

Digital Safety Critical Information (DSCI) program

NSW TrainLink began a \$9.8 million project to digitise the delivery of safety critical information to train crew this financial year. Digital Safety Critical Information includes details such as changes in speed limits, weather conditions and any track changes that could affect train safety.

Digitising the information ensures crew only receive the information that is relevant to them, and frontline leaders can access live information when crew receive their Safety Critical Information. It will also minimise our environmental footprint as we reduce the use of paper.

Health and wellbeing

NSW TrainLink supported the health, safety, and wellbeing of workers through education programs on respectful behaviour and mental health.

Respectful workplace education program

Our Respect at Transport program aims to educate staff on respectful behaviours in the workplace, including how to demonstrate the Five Ways of Leading in everyday moments.

At the end of the financial year, 40 per cent of NSW TrainLink employees had completed the program, on track to meet our goal of 100 per cent attendance by the end of December 2022.

Mental Health First Aid Program

NSW TrainLink achieved Gold Status for our Mental Health First Aid Program in September 2021. Every year, one in five Australians will experience a mental illness. These illnesses impact workplace productivity, performance, and employee wellbeing.

Mental Health First Aid courses teach people simple, practical first aid skills to help co-workers and customers who may be experiencing mental health problems.

As of June 2022, 47 NSW TrainLink employees have completed this course.

Bentley the assistance dog

In March 2022, NSW TrainLink’s fluffy black miniature poodle Bentley, was accredited as an assistance dog. Bentley has been well received by NSW TrainLink employees and customers. He offers support and care to employees experiencing trauma or stress and customers suffering anxiety on trains, and he boosts morale and kickstarts conversations with his friendly presence.



Training and career development

NSW TrainLink created an innovative in-house training program to uplift the skills of our people and provide new career paths.

The Train Crew Career Journey Program Strategy provides an opportunity for internal and external trainees to become a NSW TrainLink guard or driver. Each program has a learning pathway of between five to 12 months depending on the role and the depot.

NSW TrainLink launched four Intercity Guard Programs with a total of 32 trainees. Of these 32 guard trainees, 10 have completed their learning pathway and graduated as guards into various depots. To compensate for COVID-19 impacts and ensure our people could continue to participate in the program, we increased the duration of the course this financial year. Graduations for the remaining guards are now progressing.

Career Journey to Intercity Driver Programs commenced in December 2021. This 12-month training program provides an opportunity for existing NSW TrainLink guards to become drivers. The inaugural program had a cohort of eight trainees. A further three Career Journey to Intercity Driver Programs started in early 2022 with a total of 31 participants.

Feedback from the internal recruits on induction revealed they believed the program was an excellent opportunity to further their existing careers within NSW TrainLink. The external recruits overwhelmingly confirmed the program was a fantastic opportunity to build their career.

Employee Engagement

NSW TrainLink has found innovative ways to listen to our people to ensure they feel included and respected

People Matter Employee Survey

The NSW People Matter Employee Survey (PMES) is the NSW public sector’s annual employee opinion survey. The survey asks employees about their experience and perceptions of a range of workplace issues and practices, including management and leadership, service delivery, employee engagement, diversity and inclusion, public sector values, and unacceptable conduct. It is an opportunity for all NSW public sector employees to share how they are feeling about their work, their leaders and working in their cluster. It is open to all employees, no matter what employment type.

The PMES was conducted in August 2021. The results showed that employees want more time and communication with their leaders and that due to the nature of their work, regular face-to-face interactions can be difficult. As a result, NSW TrainLink launched Daily Connect over two pilot phases. Daily Connect is an online tool whereby employees regularly check-in to voice their ideas, issues and concerns to their leaders.

Daily Connect trial

Daily Connect is a new employee listening tool that allows employees to provide real-time two-way feedback to their leader about the things that matter most to their day-to-day experience. Daily Connect was trialled in NSW TrainLink across two pilot periods.

The first Daily Connect pilot ran in February 2022 with 500 employees from South Coast Area, Network Service Coordination Centre, and Hunter and Regional North teams. A second pilot was ran between April to June 2022, which included all NSW TrainLink employees. Pilot two had strong results, high participation rates at 37%, and new users grew significantly each week.

The Daily Connect pilots proved to be a success, reducing the time to gain feedback and insights from leaders. Users were asked to rate their leaders and NSW TrainLink to enable ongoing improvement.

Diversity and inclusion

Celebrating our diverse workforce

The NSW TrainLink workforce is comprised of people from many cultural backgrounds, religions, and countries of origin. We aim to provide an inclusive workplace that values the contribution of every employee regardless of gender, race, religion, cultural background, sexual preference or ability, where every individual is valued and respected.

The Premier’s Priorities set a target to increase NSW Public Sector representation of Aboriginal and Torres Strait Islander employees to three per cent in all non-executive salary classes by 2025. As of 30 June 2022, 2.53 per cent of NSW TrainLink employees identify as Aboriginal and/or Torres Strait Islander. We have partnered with our Talent Acquisition team to improve the recruitment of Aboriginal employees.

We have also worked with our leaders to improve their knowledge of Aboriginal Culture. Across NSW TrainLink, 140 senior leaders participated in our Aboriginal Awareness and Culture Program, delivered by Aboriginal cultural workshop provider, Big River Connections. The program aims to grow cultural awareness and increase understanding, value, and recognition of Aboriginal and/or Torres Strait Islander cultures.

In 2021-22 we continued to build diverse talent pools for internal and external candidates in traditionally male-dominated frontline leadership roles to increase the number of female vacancies in leadership positions.

NSW TrainLink promoted inclusive employee networks such as the Enabled Network for employees with disability, carers and friends, the Women in STEM Employment (WiSE) network, and the Pride and Ally Transport Network which provides a safe space for our LGBTIQ+ colleagues and allies, sponsored by NSW Train Link’s Chief Executive.

To foster a culture of inclusion, we celebrated events that champion diversity. This included Wear it Purple Day, an initiative to foster supportive, safe, empowering, and inclusive environments for rainbow youth, Harmony Week, International Women’s Day, International Day of People with Disability, Reconciliation Day and NAIDOC week and World Autism Awareness Month.

NSW TrainLink employees also had the opportunity to participate in Transport’s Women in Engineering online seminar on breaking down gender barriers. In partnership with Transport for NSW’s Inclusion and Diversity team, NSW TrainLink’s Equity Network, ran several information days to discuss inclusion and diversity, career development and employee participation.

Workforce diversity groups	Target (by 2025)	2020	2021	2022
Women in the workforce	50%	25.34%	26.1%	25%
Women in senior positions	40%	42.86%	44.4%	32.8%
Aboriginal, Torres Strait Islanders	3%	2.47%	2.6%	2.5%
People with disability	5.6%	2.52%	2.4%	2.1%
People with disability requiring adjustment ¹	1.5%	1.89%	1.9%	2.2%

1 Employees with disability requiring work related adjustment is calculated based on the number of these employees expressed as a percentage of all employees with disability

Supporting access to meaningful employment for people with disability

The NSW Public Sector has a disability inclusion target of 5.6 per cent of roles to be held by people with disability by 2025 which is part of the Premier’s Priority for Driving Public Sector Diversity. As at June 2022, we are on track to achieve this target with 2.1 per cent of our current workforce identifying as an employee with disability. Over the next financial year, our focus will be to partner with Transport for NSW to identify further opportunities to attract, retain and support people with disability in our workforce.

In December 2021, we celebrated International Day of People with Disability, which aims to increase public awareness, understanding and acceptance of people with disability, while also celebrating 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 employees 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.

Financial overview



“There was a staff member who was very helpful moving our little group so we could sit together. He took the time upon our embarkation to seat us all together and did so without fuss, always had a smile and an infectious personality. Nothing was too difficult for him to ensure our journey was enjoyable. This staff member is a real asset to NSW TrainLink.”

NSW TrainLink customer testimonial

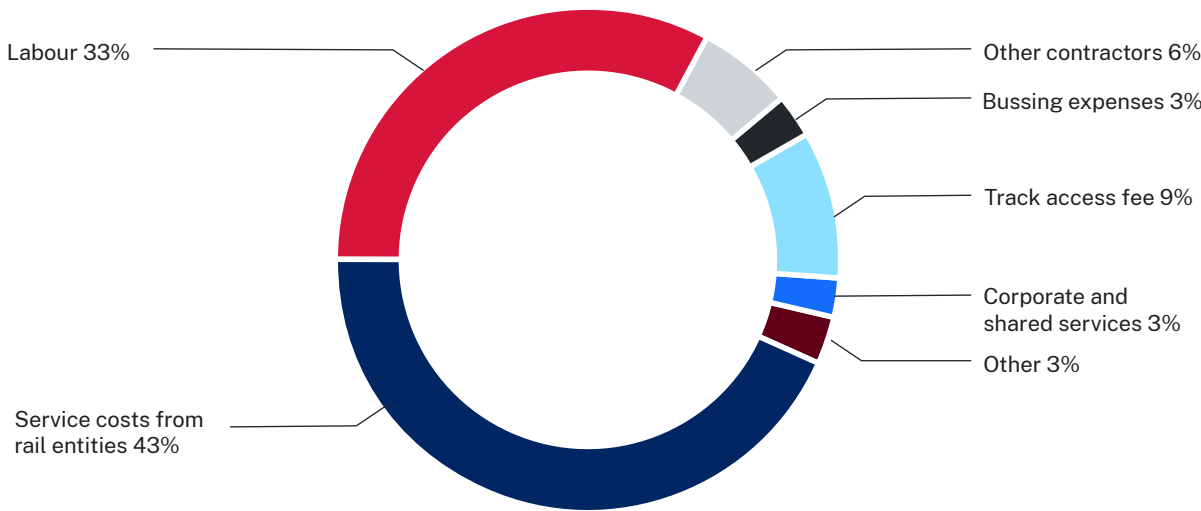
The 2021–22 financial year was another challenging year as NSW TrainLink continued to experience revenue and cost pressures along with operational challenges from natural disasters and COVID-19 and the impacts on our customers, communities, and staff.

On a reported basis, NSW TrainLink’s surplus from operations decreased \$53.1 million or 94.9 per cent to \$2.9 million in 2021-22. On an underlying basis, after excluding COVID-19 funding and other one-off funding contributions, NSW TrainLink recorded a deficit from operations of \$245.6 million in 2021-22.

COVID-19 continued to negatively impact services and operations in the financial year. The travel restrictions created by periods of interstate border closures and local government area lockdowns across New South Wales saw services reduced and, in some cases, cancelled to restrict the movement of people across communities. The travel restrictions saw the trend to new ways of working continue with people working from home which flowed through to lower patronage. As a result, total income from operations decreased by \$23.7 million or 23.2 per cent to \$78.5 million in 2021–22.

Total operating expenses increased by \$291.1 million or 34.1 per cent to \$1,145.1 million in 2021–22. The increase in expenses includes contracted maintenance costs for the new Mariyung intercity train fleet, enhanced COVID-19 cleaning, COVID-19 related alternate transport and estimated cost for the Kembla Grange train derailment in October 2021.

Operational Expenditure



Government and other contributions

Government contributions increased \$261.6 million or 32.4 per cent to \$1,069.0 million in 2021–22 to help fund the operations of NSW TrainLink. The increased funding helped offset the new access charges and licence fees from TAHE along with the COVID-19 impact from lower customer revenue and higher cleaning and bussing costs.

Capital projects

NSW TrainLink’s investment program slowed in 2021-22 because of COVID-19 related deliverability challenges. However, more than \$1.0 million was invested in the regions across a few key operational capital projects. The projects included information technology upgrades to improve the customer information along with station carpark uplifts at regional stations including Eungai, Gloucester, Wingham, and Urunga.

Future sustainability

Future 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 reinvesting the savings in initiatives that will better connect our customers and communities.

Major events – financial impact

NSW TrainLink provided an essential service to communities during COVID-19. A modified train and coach timetable operated during a large part of the year 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 has been reflected in the financial results for the second consecutive year, with lower customer revenue and patronage reported, with customers changing their travel patterns, work locations and ways of working.

Appendices



Appendix 1: Customer complaints and feedback

NSW TrainLink is committed to responding appropriately to our customer complaints and feedback. Customer feedback for NSW TrainLink is managed in accordance with the Transport for NSW Complaints Policy, Rail Operators Agreement and Complaints and Feedback Management Standard.

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
- Twitter
- Facebook chat.

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

Customer patronage continued to decline in 2021-22, impacted by the COVID-19 pandemic due to travel restrictions, including International, State and Territory border closures. Customer engagement (via 131 500) correspondingly decreased. NSW TrainLink received 4,614 feedback cases received via all feedback channels (web, phone and letter), down by 18.1 per cent from 2020-21’s totals, due largely to reductions in patronage during the COVID-19 pandemic.

- 2,840 (62%) complaints were received with the top three issues being timeliness of services, staff/customer service and safety and security.
- 926 (20%) enquiries were made primarily due to ticketing services (refunds and rebooking requests) and service information (trip planning, hardcopy of timetables).
- 374 (20%) compliments were received with the majority about staff customer services.
- 474 feedback received included suggestions and observations by our customers.

NSW TrainLink strives to deliver great customer experiences by reviewing all customer feedback and engaging with our customers to improve their multi-modal experiences. Customer improvement initiatives introduced as a result of feedback include refreshed catering menu, mobile phone charging units, improved customer communication regarding service disruptions. Positive customer experience feedback is shared and celebrated.

NSW TrainLink saw an increase in Twitter interactions, supporting customers with trip planning and service changes.

Customer feedback	2020-21	2021-22
Complaint	3,339	2,840
Compliments	511	374
Enquiry	1,213	926
Feedback	569	474
Total	5,632	4,614

Twitter followers	2020-21	2021-22
@TrainLinkWest	6,785	7,063
@TrainLinkNorth	11,670	11,964
@TrainLinkSouth	6,890	7,278
Total	25,345	26,305

Phone contact

NSW TrainLink operates the 13 22 32 phone number 24/7 for recorded arrival and departure times, with customer service agents available to take customer enquires and bookings between 7 AM – 10 PM.

Call volumes were considerably reduced when compared to prior years due to COVID-19.

Within the 2021-22 financial year, 326,736 calls were answered by customer service agents, with 77 per cent of calls answered within 60 seconds.

Appendix 2: Disability Inclusion Action Plan

The *Disability Inclusion Act 2014* requires all government departments to develop Disability Inclusion Action Plans. The Transport for NSW Disability Inclusion Action Plan (DIAP) 2018-2022 outlines practical measures to be taken across Transport to meet the objectives and principles of the Act.

As an operational transport agency, NSW TrainLink, is responsible for frontline service delivery. Our focus is delivering reliable, safe and accessible transport services.

NSW TrainLink worked to deliver on Transport’s DIAP. For achievements during 2021-22 on what we did to create more liveable communities, see p.36 For our achievements on what we did to support access to meaningful employment, see p.47.

Transport for NSW’s next five-year Disability Inclusion Action Plan 2023-2028 is being developed. The new DIAP will drive the way Transport for NSW embeds its policies, projects and day-to-day practices around disability inclusion and accessibility for customers, carers and employees. To ensure this occurs, it will shift our focus to strategic outcomes, rather than business as usual activities, and include key activities for action against measurable targets. NSW TrainLink will work with Transport for NSW to deliver on the actions that arise from the next DIAP.

Appendix 3: Multicultural policies and services

NSW TrainLink has an incredibly diverse workforce, with employees from many cultures in our offices, on our platforms and on our trains. We continued to support Transport’s Multicultural Plan 2021–23 that outlines the key strategies and initiatives used by the Transport cluster to:

- Deliver services in a culturally and linguistically diverse (CALD) society; and
- 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.

During the second half of 2022, a new Transport employee resource group will commence operation, focusing on understanding the lived experience of culturally diverse employees, and will form the basis for internal focus areas within Transport’s Cultural Inclusion Plan (to be developed). NSW TrainLink will work with Transport for NSW to deliver on the actions that arise from these plans.

For our culturally and linguistically diverse community, Transportnsw.info continues to provide links to translated public transport information. Trip Planner help remains popular and is available in five languages – Arabic, Simplified and Traditional Chinese, Korean and Vietnamese.

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.

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 or deny whether information in held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	1	1	0	1	0	0	0	0
Not-for-profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (by legal representative)	1	1	1	2	0	0	0	0
Members of the public (other)	3	1	0	3	0	0	0	0
Total	6	3	1	6	0	0	0	0

More than one decision can be made in respect to a particular access application. If so, a recording must be made in relation to each decision.

Number of access applications received

During the reporting period, NSW TrainLink received a total of 12 access applications (including withdrawn and transferred applications but not invalid applications).

Number of refused applications for Schedule 1 information

During the reporting period, three applications were refused by NSW TrainLink.

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 or deny whether information in held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Applications (other than personal information applications)	6	3	0	5	0	0	0	0
Applications that are personal information applications and other applications	0	0	1	1	0	0	0	0
Total	6	3	1	6	0	0	0	0

More than one decision can be made in a particular access application. If this occurs, each decision must be recorded.
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)	1
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	1
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	1
Executive Council information	0
Contempt	1
Legal professional privilege	3
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care code of conduct	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Schedule (5A)	0
Information provided to the High-Risk Offenders Assessment Committee	0

More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application).

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

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	1
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

More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application).

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)	0
Not decided within time (deemed refusal)	0
Total	15

Table G: Number of applications reviewed under Part 5 of the 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 make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the independent Commissioner.

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	0
Applicant-initiated transfer	0

Appendix 5: Privacy Management Plan

In accordance with section 33 of the *Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act)*, Transport has published a Privacy Management Plan on its website which also applies to NSW TrainLink.

The Privacy Management Plan:

- explains how we uphold and respect the privacy of our customers, staff and others about whom we hold personal information
- communicates privacy policies and practices to members of the public and to staff
- includes information about the development of policies and practices to ensure we comply with the requirements of the PPIP Act and the Health Records and Information Privacy Act 2002 (HRIP Act)
- explains the rights of internal review under Part 5 of the PPIP Act.

In addition, Transport’s operating agencies, including NSW TrainsLink work together to:

- create greater consistency in the management of personal information
- deliver material that provides the highest standard of information about compliance with the privacy principles in the PPIP and HRIP acts.

In 2021–22, advice was available to NSW TrainLink on privacy compliance and best practice.

NSW TrainLink has not received any applications for internal review under Part 5 of the PPIP Act during this period.

Appendix 6: Disclosure of controlled entities and subsidiaries

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

Appendix 7: Legal change

NSW Trains is a NSW Government agency constituted under Part 3C of the *Transport Administration Act 1988 (NSW)*. The Act states the objectives and functions of NSW Trains.

Significant Judicial Decisions affecting the Agency or users of its services

NSW Trains v Mr Todd James [2022] FWCFB 55

In a decision regarding the statutory meaning of “dismissed”, the Full Bench of the Fair Work Commission found that NSW Trains did *not dismiss its employee Mr James, when it reduced his pay consequent to a disciplinary outcome.*

It determined that a person who has been demoted in employment, but who remains in the employ of the employer, has only been “dismissed” if the person’s employment has been terminated on the employer’s initiative within the meaning of s 386(1)(a) of the *Fair Work Act 2009* (Cth).

The Full Bench accepted NSW Trains’ submission that the demotion of an employee exercised under a power in an industrial instrument or statute and in accordance with its terms will not constitute a dismissal where the instrument provides that demotion does not constitute termination of employment. It also did not consider the demotion as a repudiation of the contract.

Appendix 8: Environmental management

NSW TrainLink is committed to control and progressively reduce environmental impacts from its operational activities. During the reporting period, NSW TrainLink did not receive any penalty infringement notices, formal warning letters, clean-up or prevention notices from the NSW Environment Protection Authority (EPA) for its rolling stock operations (EPL 21369) or other environmental regulators.

Appendix 9: Research and development

Activity	Status	Partners and collaborators
Entertainment and Wi-Fi Pricing Study	Completed	Kantar Public
The purpose of this research was to assess the evolving onboard entertainment needs, and its increasing importance for our customers. The research explored items included in our current service offering and options including internet (Wi-Fi), entertainment offering, and USB charging options for passengers.		
The key objectives were:		
<ul style="list-style-type: none">• How do customers respond to the current NSW TrainLink service offering?• What are customers’ current routines and activities, and choice of entertainment when traveling on these longer journeys?• How important is onboard entertainment and internet to NSW TrainLink value proposition? How does this change customers’ expectations of service?• What is customers willingness to pay for new/additional features?• What is the potential usage of the different concepts and expected travel behaviour response to each concept?• How does pricing affect the acceptability and potential usage of the different concepts?		
The findings are being used to inform the NSW TrainLink entertainment offering.		

Appendix 10: Audit and risk management

NSW TrainLink, as a large above rail operator, understands the need for systematic, holistic and integrated approach to manage risk within its challenging operating environment to effectively deliver on its strategy and core deliverables.

Key agency level risks, their causes, consequences and controls are captured in the NSW TrainLink Enterprise Risk Profile and reported as appropriate through the Regional and Outer Metropolitan Divisional Risk Profile or to Transport for NSW Executive via the Transport Enterprise Risk function to be captured in the Transport Strategic Risk Profile.

The owner of the register is the NSW TrainLink Chief Executive with delegation for ensuring execution of the agency wide risk management framework entrusted in the Director – Finance and Commercial as designated Chief Risk Officer. The register is periodically reviewed by the Chief Executive and the NSW TrainLink Leadership Team to monitor risk trends and mitigation.

There is independent oversight of the NSW TrainLink Enterprise Risk Register and risk management activities by the Audit and Risk Committee.

The Audit and Risk Committee has responsibility under the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08) to provide independent advice and objective assurance to the Secretary on governance processes, risk management and control frameworks, internal and external audits, corruption prevention, and external accountability obligations.

Membership of the committee is comprised of independent members (selected from outside the NSW Government) with appointments of not more than five years.

The Transport for NSW Internal Audit function is tasked with providing independent assurance over the effectiveness of risk management within NSW TrainLink.

The expanded remit of the Audit and Risk Committee to incorporate Sydney Trains and NSW Trains came into effect 1 December 2021 and resulted in the discontinuation of the Sydney Trains and NSW Trains Audit and Risk Committees.

The NSW TrainLink Enterprise Risk Profile is supported by specific significant risk category management frameworks including safety, projects, fraud and corruption, regulatory compliance and Cyber/ Information Technology and bespoke risk registers exist to support understanding and management of subsequent risk exposures.

In terms of importance of managing operational risk, significant focus continues on managing safety risk exposures within So Far as is Reasonably Practicable (SFAIRP) as considered under Rail Safety laws. A Safety Risk Register (SRR), an integral part of the organisation’s rail safety accreditation, continues to evolve and mature as hazards, causes and controls are reviewed in light of operational events, risk assessments and investigation findings. The content of the SRR is assured through several levels of coordinated activity, including:

- Reviews facilitated by the Safety team with subject matter experts from across the business to review 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.
- Where the Safety team 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.

The Safety Control Assurance Review process enables review of controls and their effectiveness. This process provides assurance to the Control Owners and was developed by Safety in consultation with Control Owners. There is regular oversight of the SRR and associated Safety Management System processes by the Safety Committee, as well as an annual audit by the Office of the National Rail Safety Regulator (ONRSR).

NSW Trains

Claire Curtin
Director
Financial Management Policy
NSW Treasury
GPO Box 5469
Sydney NSW 2001

29 August 2022

Dear Ms Curtin,

TPP20-08 Internal Audit and Risk Management for the NSW Public Sector – NSW Trains Attestation Statement for 2021-22

Please find attached the NSW Trains Internal Audit and Risk Management Attestation Statement for the 2021-22 financial year in accordance with NSW Treasury’s Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08).

I am pleased to report that NSW Trains is compliant with the seven (7) core requirements.

If you have any further questions, Ethan Nguyen, Executive Director Internal Audit and Fraud & Corruption Prevention, would be pleased to take your call on (02) 9462 6234.

Yours sincerely,



Pete Allaway
Chief Executive
NSW Trains



NSW Trains



Internal Audit and Risk Management Attestation Statement for the 2021-22 Financial Year for NSW Trains

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

Core Requirements

Risk management framework		Status
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		Status
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 of 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		Status
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

NSW Trains



Membership of the NSW Trains Audit and Risk Committee*

Title	Name	Term Commenced	Term Finished
Independent Chair	Peter Housden	4 November 2018	3 November 2021
Independent Member	David Antaw	4 November 2013	30 September 2021
Independent Member	Rhonda Wheatley	1 January 2021	30 November 2021
Independent Member	Nicole Grantham	12 July 2021	30 November 2021

* The NSW Trains Audit and Risk Committee was dissolved on 30 November 2021 and the remit of the Transport for NSW Audit and Risk Committee was expanded on 1 December 2021 to include NSW Trains. Membership of the Transport for NSW Audit and Risk Committee is provided in the following table .

Membership of the Transport for NSW (TfNSW) Audit and Risk Committee

Title	Name	Term Commenced	Term Finishes
Independent Chair	Carolyn Burlew	27 November 2017	26 November 2022
Independent Member	Christine Feldmanis	6 September 2017	5 September 2022
Independent Member	Lyn Baker	1 May 2020	30 April 2023
Independent Member	Peter Mayers	1 December 2021	30 November 2024
Independent Member	Nicole Grantham	1 December 2021	30 November 2024

Shared Arrangements

I, Peter Allaway, advise that NSW Trains has entered into an approved shared arrangement with the following department/agencies:

- TfNSW (Principal Department)
- Department of Transport
- Sydney Ferries
- Transport Service of NSW; and
- Sydney Trains

The resources shared include the Audit and Risk Committee, the Chief Audit Executive and the Internal Audit function. The shared Audit and Risk Committee is a Principal Department (TfNSW) Led Shared Audit and Risk Committee.

NSW Trains



These processes demonstrate that NSW Trains has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within NSW Trains.


Pete Allaway
Chief Executive
NSW Trains

Date: 1 September 2022

Agency Contact Officer:
Ethan Nguyen, Executive Director Internal Audit and Fraud & Corruption Prevention
(Chief Audit Executive)

Appendix 11: NSW Trains Cyber Security Policy attestation statement



Cyber Security Annual Attestation Statement for the 2021-2022 Financial Year for NSW Trains

I, Dale Merrick, am of the opinion that NSW Trains complies with the NSW Government Cyber Security Policy.

As an agency within the Transport Cluster Regional and Outer Metropolitan (ROM) Division, NSW Trains is supported by the Cyber Security Capabilities of the IT Branch and Transport Cluster Defence.

Cyber security is an evolving landscape that requires an ongoing program of work. Transport for NSW governs and manages cyber investment for the Transport Cluster, including NSW Trains, through the Transport Cyber Defence Rolling Program.

NSW Trains has identified its critical assets and its security-related risks are managed in co-operation with a number of partners and suppliers including Transport Cluster Defence, RDS IT, and Sydney Trains IT & OT.

NSW Trains' cyber security risks are managed using the NSW Trains enterprise risk framework. NSW Trains also participates in a cluster wide executive governance forum supported by a network of steering committees, portfolio boards and subject matter experts to manage the cyber-security maturity and cyber initiatives across the cluster.

NSW Trains' cyber incident responses are managed by RDS Security Operations. Their incident response plan undergoes regular updates and is tested annually. Transport for NSW has Information Security Management Systems (ISMS) in place and is committed to maturing cyber security controls.

This attestation covers the following agencies: NSW Trains trading as NSW TrainLink.


Dale Merrick
A/Chief Executive

Appendix 12: Insurance

NSW Trains has a comprehensive, tailored insurance program managed by Sydney Trains as part of our risk management strategy. The insurance program is reviewed annually in consultation with our appointed insurance brokers and iCare NSW (iCare) to protect against insurable risks.

NSW Trains transfers insurable risks by purchasing insurance through the commercial insurance market and iCare with established and financially stable insurers.

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

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 insurance currency.

Appendix 13: Public interest disclosure

NSW TrainLink’s actions to meet its staff awareness responsibilities undersection 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.

Inform	Number
Number of public officials who have made public interest disclosures to NSW Trains	3
Public interest disclosures made by public officials in performing their day-to-day functions	0
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures	3
Number of public interest discosuress recieved by category:	Number
Corrupt conduct	2
Maladministration	1
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	3
Number of public interest disclosures finalised	4

Appendix 14: Funds granted to non-government community organisations

NSW TrainLink did not pay any grants to non-government organisations in the 2021-22 financial year.

Appendix 15: Payments to consultants

NSW Trainlink engaged the following consultants:

Engagements of \$50,000 and over

Consultant	Project	Total actual cost
Ernst & Young	Organisation Design	\$309,092
Total		\$309,092

Appendix 16: Payment of accounts

Outstanding invoices by age at the end of each quarter

Quarter	Current (i.e within due date)	Less than 30 days overdue	Between 31 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
Suppliers (exclude credit payment) \$ millions					
September	3.54	0.02	0	0.03	0
December	3.49	0.01	0	0	0
March	1.91	0	0.03	0	0
June	1.88	0.01	0	0	0
Small business suppliers (exclude credit payments) \$ millions					
September	0	0	0	0	0
December	0	0	0	0	0
March	0	0	0.01	0	0
June	0	0	0	0	0

Accounts paid on time within each quarter

Quarter	September	December	March	June
All suppliers				
Number of accounts due for payment	3,324	3,242	3,649	2,928
Number of accounts paid on time	3,281	3,235	3,631	2,924
Actual percentage of accounts paid on time (based on number of accounts)	98.71%	99.78%	99.51%	99.86%
Dollar amount of accounts due for payment (\$ million)	341.34	224.5	156.7	137.79
Dollar amount of accounts paid on time (\$ million)	341.24	224.5	156.67	137.79
Actual percentage of account paid on time (based on \$)	99.97%	100.00%	99.98%	100.00%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$ million)	-	-	-	-
Small business suppliers				
Number of accounts due for payment to small businesses	182	130	161	170
Number of accounts due to small businesses paid on time	158	128	146	170
Actual percentage of small business accounts paid on time (based on number of accounts)	86.81%	98.46%	90.68%	100.00%
Dollar amount of accounts due for payment to small businesses (\$ million)	1.7	1.56	1.73	1.55
Dollar amount of accounts due to small businesses paid on time (\$ million)	1.66	1.56	1.7	1.55
Actual percentage of small business accounts paid on time (based on \$)	97.85%	99.72%	98.60%	100.00%
Time for payment of accounts				
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid to small businesses on overdue accounts (\$ million)	-	-	-	-

Appendix 17: Investment performance

NSW TrainLink is mandated to hold cash in the Westpac Treasury Banking System. The interest earned during the year was 0.17 per cent against a benchmark for cash security of 0.10 per cent for the year.

Appendix 18: Implementation of price determination

The Independent Pricing and Regulatory Tribunal (IPART) had an existing determination in place for Opal fares including Sydney Trains, Sydney Metro and NSW TrainLink Intercity services.

On 5 July 2021, Opal fares were increased by 1.5 per cent in line with inflation expectations. Some fares such as the 0-3 kilometre bus and light rail fares, and the \$2.50 Gold card and \$50 weekly caps were not increased.

Appendix 19: Land disposal

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

Appendix 20: Overseas travel

There was no international travel undertaken by any NSW TrainLink employee over the 2021–22 financial year.

Appendix 21: 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 for NSW.

In accordance with the provisions of section 38 of the Work Health and Safety Act 2011, NSW TrainLink reported one incident involving serious injury to a customer to SafeWork.

Work health and safety performance

	2020-21	2021-22
Notifiable incidents to SafeWork	3	1
LTI due to workplace related injury or illness	111	97
LTIFR per million hours	37.76	31
Total claims LTI	208	87
Total claim cost (\$millions)	2.67	3.46
Prosecutions reported	0	0
Prosecutions under the Act	0	0
Workplace safety Inspections (Leadership walks)	0	232

Appendix 22: Executive and employee remuneration

Our executive management as at 30 June 2022

Name	Position	Period position held	Qualifications
Pete Allaway	Chief Executive	15 May 2019 - Current	Bachelor of Arts (Hons) Social Sciences
Dale Merrick	Chief Operating Officer	12 July 2021 - Current	Band 2 Leadership Program NSW Government Leadership Academy (Excellence in Public Service)
Grace Carroll	Director Safety	23 August 2021 - Current	Bachelor of Occupational Health and Safety Science University of Queensland
George Anderson	Director Finance and Commercial	23 August 2021 - Current	Bachelor of Accounting, Charles Sturt University Graduate Diploma of Applied Science (Computing), Charles Sturt University

Senior executive remuneration Bands 1 to 4

In 2021-22, the percentage of total employee expenditure relating to senior executives was 1.6 per cent compared with 1.5 per cent in 2020-21.

Number and remuneration of senior executives

Transport Senior Service level	Female	Male	Total	Average total remuneration package
TSSE Band 3				
2021-22	0	0	0	-
2020-21	0	0	0	-
2019-20	0	1	1	\$506,548
TSSE Band 2				
2021-22	0	1	1	\$371,781
2020-21	0	0	0	-
2019-20	0	0	0	-
TSSE Band 1				
2021-22	5	12	17	\$256,380
2020-21	5	13	18	\$243,369
2019-20	5	13	18	\$249,769

Appendix 23: Human resources

Employee remuneration									
Annual salary	2019-20 Total count			2020-21 Total count			2021-22 Total count		
	F	M	Total	F	M	Total	F	M	Total
<\$50,000	12	5	17	0	0	0	0	0	0
\$50,000 - \$75,000	337	662	999	327	673	1,000	353	718	1,071
\$75,001 - \$100,00	100	670	770	100	677	777	102	711	813
\$100,000 - \$125,000	33	121	154	37	115	152	38	77	115
\$125,001 - \$150,000	20	65	85	24	73	97	26	76	102
>\$150,000	43	52	95	40	39	79	25	52	77
Total	545	1,575	2,120	528	1,577	2,105	546	1,634	2,180

Exceptional movements in wages, salaries or allowances

There has been no movement in wages, salaries and allowances in the reporting period. Bargaining of the new Enterprise Agreement continued in 2021-2022.

Personnel policies and practices

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

- A talent and succession review for senior managers has been undertaken
- An increase in training and career development initiatives for staff
- Rollout of DailyConnect Pilot 1 and 2, and Respectful Workplace Education Program to benefit wellbeing of staff
- Introduction of Safety Leadership Walks which provides opportunity for leaders and their teams to have a focused discussion about safety and environmental practices in the workplace
- Enhanced Paid Parental Leave provisions were 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

- Existing policies and practices were reviewed to ensure alignment with Transport for NSW core policies and procedures.

Industrial relations policies and practices

The NSW TrainLink Enterprise Agreement, made in 2018, continued to be in force through the reporting period. Bargaining of the new Enterprise Agreement continued in 2021-2022.

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:

- ongoing engagement for the introduction of the new fleet
- 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.

Appendix 24: 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.

Please refer to page 46 for achievements related to diversity.

Representation of workforce diversity groups

Workforce diversity group	Benchmark	2020	2021	2022
Women	50%	25.3%	25.2%	24.9%
Aboriginal, Torres Strait Islander People	3.3%	2.5%	2.6%	2.5%
People whose First Language Spoken as a Child was not English	23.2%	3.3%	3.4%	3.4%
People with Disability	5.6%	2.5%	2.5%	2.1%
People with Disability Requiring Work-Related Adjustment ¹	N/A	0.0%	0.0%	0.0%

¹ Employees with disability requiring work related adjustment is calculated based on the number of these employees expressed as a percentage of all employees.

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2014–17 introduced an aspirational target of 1.8% by 2021 for each of the sector’s salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. The benchmark for ‘People with Disability Requiring Work-Related Adjustment’ was not updated.

Annual reporting compliance checklist

Requirement	Description	Section
Letter of Submission	<ul style="list-style-type: none">Stating report submitted to Minister for presentation to ParliamentProvisions under which report preparedIf applicable, length of lateness in submitting report and reasonsIf no application for extension, reasons for lateness and lack of applicationTo be signed by 2 members of statutory body or, if without members, by the CEO	Letter to the Ministers
Charter	<ul style="list-style-type: none">Manner in which and purpose for which agency was establishedPrincipal legislation under which statutory body operates	About this report
Aims and objectives	<ul style="list-style-type: none">What statutory body sets out to doRange of services providedClientele/community served	About NSW TrainLink
Access	<ul style="list-style-type: none">Address of principal office/sTelephone number of principal office/sBusiness and service hours	Inside front cover
Management and structure	<ul style="list-style-type: none">Names of members and their qualificationsMethod and term of appointment of board membersFrequency of meetings and members’ attendance at meetingsNames, offices and qualifications of senior officersOrganisation chart indicating functional responsibilities	About NSW TrainLink Appendix 22: Executive and employee remuneration
Summary review of operations	<ul style="list-style-type: none">Narrative summary of significant operationsFinancial and other quantitative information for programs or operations	About NSW TrainLink
Funds granted to non-government community organisations	<ul style="list-style-type: none">Name of recipient organisationAmount of grantProgram area as per Budget paperProgram as per Budget paper	Appendix 14: Funds granted to non-government community organisations
Legal Change	<ul style="list-style-type: none">Changes in Acts and subordinate legislationSignificant judicial decisions affecting agency or users of its services	Appendix 7: Legal change
Economic or other factors	<ul style="list-style-type: none">Affecting achievement of operational objectives	From the Chief Executive Delivering outcomes for the people and communities of NSW

Requirement	Description	Section
Management and activities	<ul style="list-style-type: none">Describe nature and range of activitiesIf practicable, qualitative and quantitative performance measures showing efficiency and effectivenessNature and extent of internal and external performance reviews conducted and resulting improvements in achievementsBenefits from mgt. and strategy reviewsManagement improvement plans and achievements reaching previous targetsMajor problems and issues which aroseMajor works in progress, cost to date, dates of completion, significant cost overruns or delays / amendments / deferments / cancellations	Delivering outcomes for the people and communities of NSW
Research and development	<ul style="list-style-type: none">Completed and continuing research and developmental activities including resources allocatedUnless will adversely affect business	Appendix 9: Research and development
Human resources	<ul style="list-style-type: none">Number of officers and employees by category and compared to prior three yearsExceptional movements in wages, salaries or allowancesPersonnel policies and practicesIndustrial relations policies and practices	Appendix 23: Human resources
Consultants	<ul style="list-style-type: none">For each engagement costing equal to or greater than \$50,000:<ul style="list-style-type: none">Name of consultantTitle of project (shown in a way that identifies the nature of the work)Actual costsFor engagements costing less than \$50,000:<ul style="list-style-type: none">Total number of engagementsTotal costOr a statement that no consultants used	Appendix 15: Payments to consultants
Workforce Diversity	<ul style="list-style-type: none">Statutory bodies must report statistics for both the representation and distribution of employees in diversity groups, in the same format as the report provided to each agency by the Public Service CommissionAdditionally, statutory bodies must report on the workforce diversity achievements during the reporting year and the key workforce diversity strategies proposed for the following year	Delivering outcomes for the people and communities of NSW Appendix 24: Workforce diversity

Requirement	Description	Section
Disability Inclusion Action Plans	<ul style="list-style-type: none">If the statutory body is required to have a disability inclusion action plan under the Disability Inclusion Act 2014, a statement setting out the progress during the reporting year in implementing that plan	Appendix 2: Disability Inclusion Action Plan
Land Disposal	<ul style="list-style-type: none">If value greater than \$5,000,000 and not sold by public auction or tender<ul style="list-style-type: none">list of propertiesfor each case, name of person who acquired the property and proceedsDetails of family or business association between purchaser and person responsible for approving disposalReasons for the disposalPurpose/s for which proceeds were usedStatement that access to documents relating to the disposal can be obtained under the Government Information (Public Access) Act 2009	Appendix 19: Land disposal
Promotion	<ul style="list-style-type: none">Overseas visits by employees and officers with main purposes highlighted	Appendix 20: Overseas travel
Consumer Response	<ul style="list-style-type: none">Extent and main features of complaintsServices improved/changed in response to complaints/suggestions	Appendix 1: Customer complaints and feedback

Requirement	Description	Section
	<ul style="list-style-type: none">Details of performance in paying accounts for each quarter, from due dates:<ul style="list-style-type: none">Current, 0-30, 30-60, 60-90 and 90+ \$ amountsTarget %, actual % and \$ for on timeTotal dollar amount paid in quarter(Can use proper sampling techniques)Details of accounts due or paid within each quarter – A schedule of the number and dollar amount of accounts / invoices due or paid within each quarter of the financial year as follows, separately disclosed for all suppliers and small business suppliers:<ul style="list-style-type: none">Number of accounts due for paymentNumber of accounts paid on timeActual percentage of accounts paid on time (based on number of accounts)Dollar amount of accounts due for paymentDollar amount of accounts paid on timeActual percentage of accounts paid on time (based on dollar amount of accounts)Number of payments for interest on overdue accountsInterest paid on late accountsCommentary on problems affecting prompt processing of payments during the year and on initiatives implemented to improve payment performance	Appendix 16: Payment of accounts
Time for Payment of Accounts	<ul style="list-style-type: none">Where interest was paid due to late payments, list of instances and reasons for delay which caused late payment	Appendix 16: Payment of accounts
Risk management and insurance activities	<ul style="list-style-type: none">Report on the risk management and insurance arrangements and activities affecting the agency	Appendix 10: Audit and risk management Appendix 12: Insurance
Internal audit and risk management policy attestation	<ul style="list-style-type: none">The governing board, or in the absence of a governing board, the Chief Executive Officer, must:<ul style="list-style-type: none">attest to compliance with the TPP's 'core requirements' in an attestation statement based on the relevant template at Annexure C of the TPP, andensure that this Statement is published in the statutory body's annual Report, adjacent to the requirement to disclose 'risk management and insurance activities'	Appendix 10: Audit and risk management

Requirement	Description	Section
Disclosure of Controlled Entities	<ul style="list-style-type: none">For each controlled entity:<ul style="list-style-type: none">Name, objectives, operations, activitiesPerformance targets and actual performance measures	Appendix 6: Disclosure of controlled entities and subsidiaries
Disclosure of Subsidiaries	<ul style="list-style-type: none">For each public sector subsidiary, the parent must:<ul style="list-style-type: none">Identify each subsidiary in which shares are held, and the number and % of shares held;Include key figures for each subsidiary (turnover, profit, assets) and their proportion to group totalsInclude detailed statement of objectives, activities and operations of each subsidiary, performance targets and measures and accounts; andInclude description of nature and extent of involvement in any other companies, joint ventures, partnerships, trusts or other such associations (whether or not incorporated)	Appendix 6: Disclosure of controlled entities and subsidiaries
Multicultural Policies and Services Program	<ul style="list-style-type: none">Statement setting out the key multicultural strategies proposed for the following yearProgress in implementing the statutory body’s multicultural policies and service planInformation as to the multicultural policies and services plans of any bodies reporting to the agency	Appendix 3: Multicultural policies and services
Agreements with Multicultural NSW	<ul style="list-style-type: none">Description of any agreement entered into with Multicultural NSW under the Multicultural NSW Act 2000 and statement setting out progress in implementing any agreement	Appendix 3: Multicultural policies and services
Work Health and Safety (WHS)	<ul style="list-style-type: none">Statement setting out WHS performanceDetails of injuries and prosecutions under the Work Health and Safety Act 2011	Appendix 21: Work health and safety performance
Budgets	<ul style="list-style-type: none">Detailed budget for the year reported on, including details of:<ul style="list-style-type: none">If this is the first budget approvedAdjustments to first budget approvedOutline budget for following year	Financial overview
Financial Statements	<ul style="list-style-type: none">Inclusion of Financial StatementsControlled Entities’ Financial statementsAudit Opinion on Financial StatementsResponse to significant issues raised by Auditor-General	Volume 2 (Audited financial statements)
Identification of audited financial statements	<ul style="list-style-type: none">At start and finish	About this report (Vol 1) Audited financial statements (Vol 2)

Requirement	Description	Section
Inclusion of unaudited financial statements	<ul style="list-style-type: none">Unaudited financial information to be distinguished by note or otherwise	Volume 2 (Audited financial statements)
Additional matters for inclusion in annual reports	<ul style="list-style-type: none">Statement of the action taken by the body in complying with the requirements of the Privacy and Personal Information Protection Act 1998 (PPIPA) and statistical details of any review conducted by or on behalf of the body under Part 5 of the PPIPA.After balance date events having a significant effect in succeeding year on:<ul style="list-style-type: none">Financial operationsOther operationsClientele/community servedTotal external costs (such as fees for consultants and printing costs) incurred in the production of the reportThe website at which the report may be accessed (or the statutory body’s website)	Appendix 5: Privacy Management Plan Financial overview Inside front cover
Investment performance	<ul style="list-style-type: none">In the form of a comparison with a choice of Treasury Corporation investment facilitiesChoice of comparison based on nature and term of underlying liabilityStated in terms of annual compound percentage rate of return	Appendix 17: Investment performance
Liability management performance	<ul style="list-style-type: none">Only if debt is greater than \$20mIn the form of a comparison, details of agency’s liability portfolio performance versus benchmarkBenchmark is notional portfolio constructed as risk neutral per Treasurer	Not applicable
Numbers and remuneration of senior executives	<ul style="list-style-type: none">Number of senior executives employed at the end of the reporting year broken down by band and then gender within each band, compared with the numbers at the end of the previous reporting yearAverage total remuneration package of senior executives in each band at the end of the reporting year, compared with the average at the end of the previous reporting yearThe percentage of total employee-related expenditure in the reporting year that relates to senior executives, compared with the percentage at the end of the previous reporting yearThe four senior executive bands that apply for financial years ended on or after 01 July 2020 are published in the Statutory and Other Officers Remuneration Tribunal (SOORT) 2020 Annual Determination – SOORT - Public Service Senior Executive dated 07 September 2020. Agencies must base their senior executive disclosures on those bands, which are set out in Treasury’s Annual Report Frequently Asked Questions at www.treasury.nsw.gov.au	Appendix 22: Executive and employee remuneration

Requirement	Description	Section
Implementation of Price Determination	<ul style="list-style-type: none">If agency subject to determination or recommendation of Tribunal then:<ul style="list-style-type: none">Statement that it was implemented and details of implementation; orReasons for not being implemented	Appendix 18: Implementation of price determination
Government Information (Public Access) Act 2009	<ul style="list-style-type: none">Details of the agency's review under s7(3) of the Act during the year and details of any information made publicly available as a result of the reviewwTotal number of access applications received during the year (including withdrawn applications but not including invalid applications)Total number of access applications received that agency refused, either wholly or in part, because the application was for disclosure of information for which there is conclusive presumption of overriding public interest against disclosureStatistical information as described in Sch 2Each agency referred to in Sch 3 of the Regulation (subsidiary agency) is declared to be part of and included in the parent agency specified in Sch 3	Appendix 4: Access to government information
Cyber Security Policy (CSP) attestation	<ul style="list-style-type: none">https://www.digital.nsw.gov.au/policy/cyber-security-policyGoverning boards of statutory bodies must include an annual report attestation statement addressing the following:<ul style="list-style-type: none">the Agency has assessed its cyber security risks,cyber security is appropriately addressed at Agency governance forums,the Agency has a cyber incident response plan, it is integrated with the security components of business continuity arrangements, and has been tested over the previous 12 months (involving senior business executives),confirmation of the agency's Information Security Management System/s (ISMS), Cyber Security Management Framework/s and/or Cyber Security Framework (CSF) including certifications or independent assessment where available, andwhat the agency is doing to continuously improve the management of cyber security governance and resilienceSee page 14 of the CSP for suggested wording.For queries please contact Cyber Security NSW at the Department of Customer Service -cybersecuritypolicy@customerservice.nsw.gov.au or telephone the Department of Customer Service on 13 77 88.	Appendix 11: NSW Trains Cyber Security Policy attestation statement

Requirement	Description	Section
Public Interest Disclosures (PID)	<p>Separately report on:</p> <ul style="list-style-type: none">PIDs made by public officials in performing their day-to-day functions as public officialsPIDs not covered above that are made under a statutory or other legal obligationAll other PIDs <p>For each PID, a public authority should disclose the following information:</p> <ul style="list-style-type: none">Number of public officials who have made a PID to the public authorityNumber of PIDs received by the public authority in total and the number of PIDs received by the public authority relating to each of the following:<ul style="list-style-type: none">corrupt conductmaladministration.serious and substantial waste of public or local government moneygovernment information contraventionslocal government pecuniary interest contraventionsNumber of PIDs finalisedWhether the public authority has a PID policy in placeActions taken to ensure staff awareness responsibilities under s6E(1)(b) of the PIDA have been met.	Appendix 13: Public interest disclosure
Requirements arising from employment arrangements	Additional requirements, where statutory body receives personnel services from a Department or special purpose service entity --refer section 4 of TC15-07.	Not applicable

NSW TrainLink Annual Report

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