



NSW TrainLink Corporate Plan 2019-23



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Our customers take over
1.7 million regional train
and coach journeys each year.



Chief Executive's message

At NSW TrainLink we have always focused on connecting people to regional cities and towns, and take pride in helping our customers get where they need to be across our rail and coach network. The role we play isn't just about bringing the country closer to the city or vice versa. It's much bigger than that.

Our services forge important connections - helping make places thriving communities where individuals and families want to live because they know they have ongoing access to jobs, education, shopping and health services. Places that are easier to access and reach - for commuters travelling to and from work or for visitors wanting to explore and spend their dollars in local economies. Places where people know they belong.

Our customers are at the centre of everything we do. It's not enough to just get the basics right - delivering a clean, safe, timely and friendly service. We want to create experiences that encourage customers to use our services. We also need to see their whole journey, not just the part where they travel on our trains and coaches. We are working with our Transport Cluster partners to make every customer's journey seamless right across the state.

This Corporate Plan 2019-23 outlines our strategic objectives and the key initiatives that NSW TrainLink will deliver over the next four years.

I look forward to updating you on how this plan has helped in making a positive difference to regional communities in NSW.

Pete Allaway

Acting Chief Executive
NSW TrainLink



**Our customers are
at the centre of
everything we do.**

Our business

NSW TrainLink runs intercity train services between Sydney, the Blue Mountains, Newcastle and Wollongong; as well as train and coach services all around the state. We connect regional customers in NSW with major cities and regional centres allowing them to travel to work, as well as access medical, education and leisure services. We support economic growth and tourism by bringing visitors to regional areas.



Our customers take over **44 million** intercity train journeys each year.



Transport cluster context

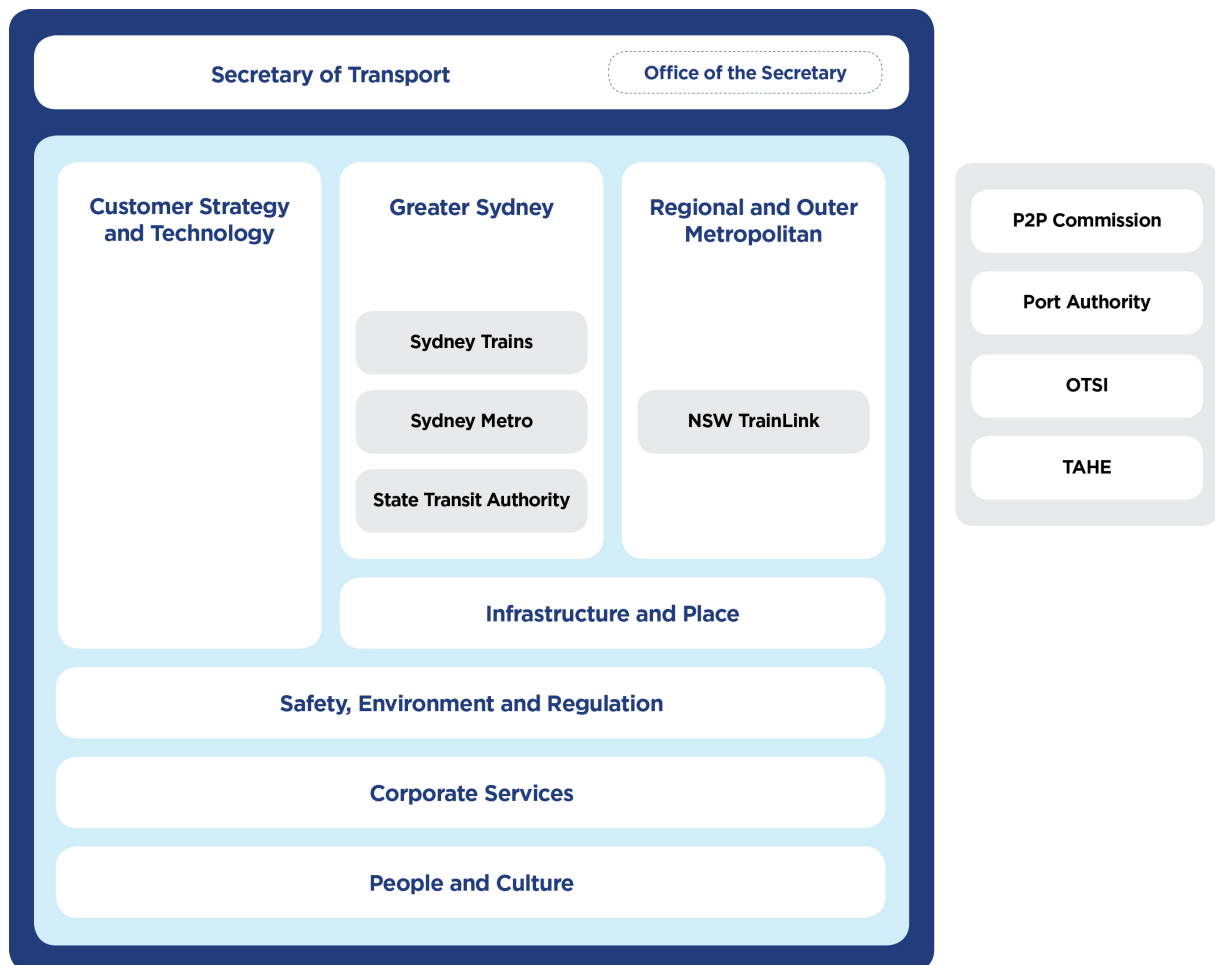
NSW Trains operates as NSW TrainLink and is an agency within the Regional and Outer Metro Division of Transport for NSW (TfNSW). We work closely with other operating agencies within TfNSW to collectively deliver integrated public transport services for regional NSW. TfNSW has accountability for strategic planning, cluster policy development and overall transport service integration. NSW TrainLink has responsibility for the day to day management and operation of rail and coach services in regional NSW.

NSW TrainLink collaborates widely to inform the strategic direction for our services over the next four years.

We are guided by the NSW Government’s Premiers Priorities and the TfNSW Corporate Plan 2016–21.

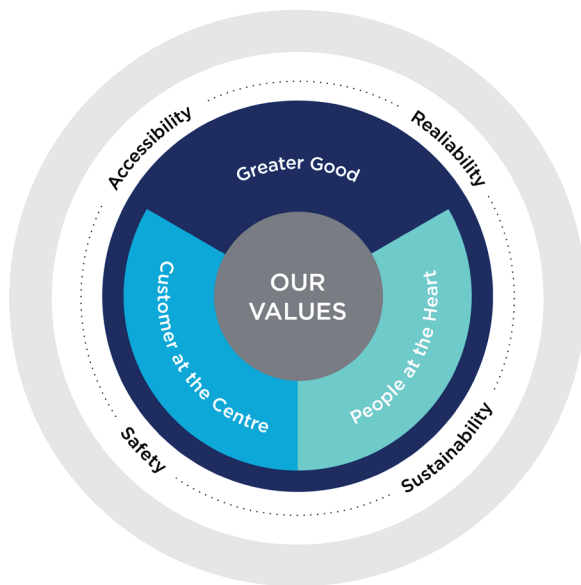
Beyond the next four years, the Future Transport 2056 Regional NSW Services and Infrastructure Plan provides us with a roadmap for future development and investment in an integrated and multi-modal public transport system across regional NSW.

This policy direction provides NSW TrainLink with a framework for transforming operations and services for our customers and staff. We are committed to contributing to and delivering the Future Transport 2056 vision for regional NSW and building on what we do today.



Transport 10 year strategic blueprint

Transport's core values, principles and commitments



Who we are and what we need to get right everyday

Transport's strategic priorities

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

Areas that need special focus to deliver our outcomes

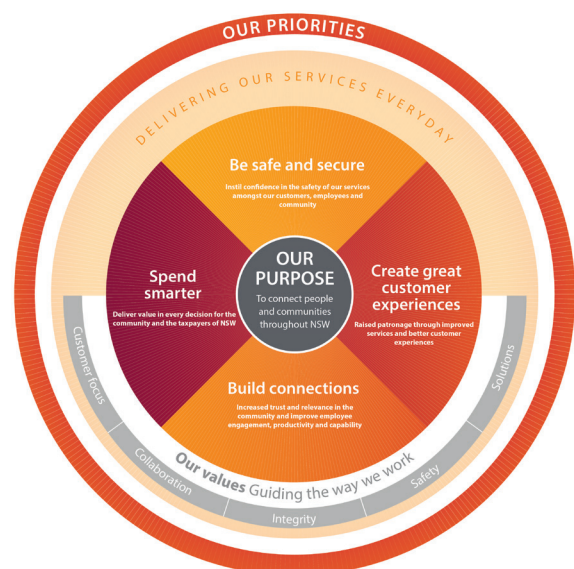
NSW TrainLink's purpose, values and business priorities drive our performance everyday

At NSW TrainLink we have a set of defined business priorities to help us deliver services every day to achieve our purpose 'to connect people and communities throughout NSW.'

This informs our decision making and supports a common understanding about why we exist.

We are also guided by the Transport strategic priorities, principles and commitments which are used to drive decision making and prioritise our work.

Transport for NSW and NSW TrainLink share the same values of collaboration, customer focus, integrity, safety and solutions.



Transport’s primary outcomes. The end result of our efforts.

<p>For customers Connecting our customers’ whole lives</p> 	<p>For communities Successful places</p> 
<p>For the people of NSW Strong economy and quality of life</p> 	<p>For the people of Transport Thriving people doing meaningful work</p> 

Our four primary Transport outcomes describe the value we create for customers, communities, the people of NSW and the people of Transport. These are aspirational descriptions of an end state that will drive us to think in new ways about the role we play and how it contributes to our society and well-being.

NSW TrainLink’s strategic vision is to connect customers and communities for the future growth of regional NSW.

NSW TrainLink strategic objectives.

Strategic Objectives				
<p>Increase customer and community value</p> 	<p>Stimulate regional growth</p> 	<p>Partner to improve services</p> 	<p>Strengthen and integrate transport networks</p> 	<p>Maintain a flexible, capable and future focused business and workforce</p> 

Our NSW TrainLink strategic objectives provide the framework to plan how we will do business over the next four years. In this plan we outline the strategic projects we will deliver, in order to turn our vision into a reality for the people of regional NSW.

NSW TrainLink's primary outcomes. The end result of our efforts.



For our customers

The customer is at the centre of the NSW TrainLink service offering and the core consideration in every part of our planning and decision making. To meet our customers' needs we must also provide a choice of integrated travel options; where we consider customer connections - across our trains, coaches and stations - together.

For our communities

We recognise the role of our services in enhancing and sustaining the liveability of the communities we serve. We work with communities and across Government to develop transport precincts consistent with NSW Government strategic and policy initiatives.



For our people

NSW TrainLink has more than 2,000 employees located across NSW. We are proud to be an employer in the communities that we serve. Our people have strong connections with the places where they live and work.

We are committed to building a thriving workforce with a particular focus on increasing the number of women in leadership and aboriginal representation across our business.

For the people of NSW

NSW TrainLink recognises that transport is a key enabler in the growth of regional NSW. Communities need transport links to connect people with housing, services and other communities. Connections in regional NSW will focus on a multi-modal 'hub and spoke' network model radiating out from regional cities capitalising on the role they play as hubs for employment and services.

Our strategic objectives

At NSW TrainLink we have five strategic objectives that describe how we will shape the future of our business and achieve our strategic vision of connecting customers and communities for the future growth of regional NSW.



Increase customer and community value

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

- Upgrade trains, coaches and stations
- Integrate our ticketing
- Reduce journey time
- Engage and co-design our services with our communities
- Acknowledge our social obligations
- Operating in a financially sustainable manner to ensure high public value



Stimulate regional growth

Optimising the network means connecting more communities

- Increase integration of the network
- Increase the utilisation of the existing network
- Deliver new service options faster and more effectively
- Support sustained economic growth



Partner to improve services

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

- Work collaboratively with TfNSW, other operators and industry partners
- Partner with whole of government to deliver social and economic benefits for communities
- Be the provider of choice for regional communities



Strengthen and integrate transport networks

Work across the transport cluster to ensure an integrated regional transport network

- Increased integration
- Establish new ways of partnering
- Draw on industry expertise
- Deliver our regional program
- Leverage innovation and technology



Maintain a flexible, capable and future focused business and workforce

Invest in our people and business capability

- Promote our values
- Foster diversity and inclusion
- Implement robust workforce planning
- Support our leaders and develop our people
- Ensure sound coordination and governance

Our four year plan

The NSW TrainLink Corporate Plan 2019-23 outlines our business priorities and strategic objectives which guide our decision making over the next four years. It helps us prioritise the initiatives that will transform our business and continue to deliver a great customer experience.

Examples of our priority deliverables

2019 > 2023

- New Intercity Fleet
- Regional Rail
- Central Station integration with Sydney Metro
- Automatic Train Protection
- Station Upgrades Program
- Hub and Spoke Pilots
- Workforce Planning Program
- Financial Sustainability Program
- Safety Culture Program
- Enterprise Agreement

Customer Service KPIs

Customer satisfaction > **82%**

Fleet availability > **88%**

Punctuality:

- Intercity on-time running >**92%**
- Booked Regional Rail on-time running > **78%**
- Booked coach on-time running > **90%**

Delivering value

NSW TrainLink's annual cost base is more than \$800 million which funds the operating costs for train crew, station staff and business support functions. It also supports the maintenance of the assets we use. Annual capital expenditure is approximately \$5 million.

The new intercity and regional fleets will give us the opportunity to improve our operating models for customers and deliver greater value and efficiency. We will work with our partners to develop and implement these opportunities into real benefits for our customers. In this way we aim to consolidate our financial sustainability for the future and grow with the communities we serve.

Implementation and reporting

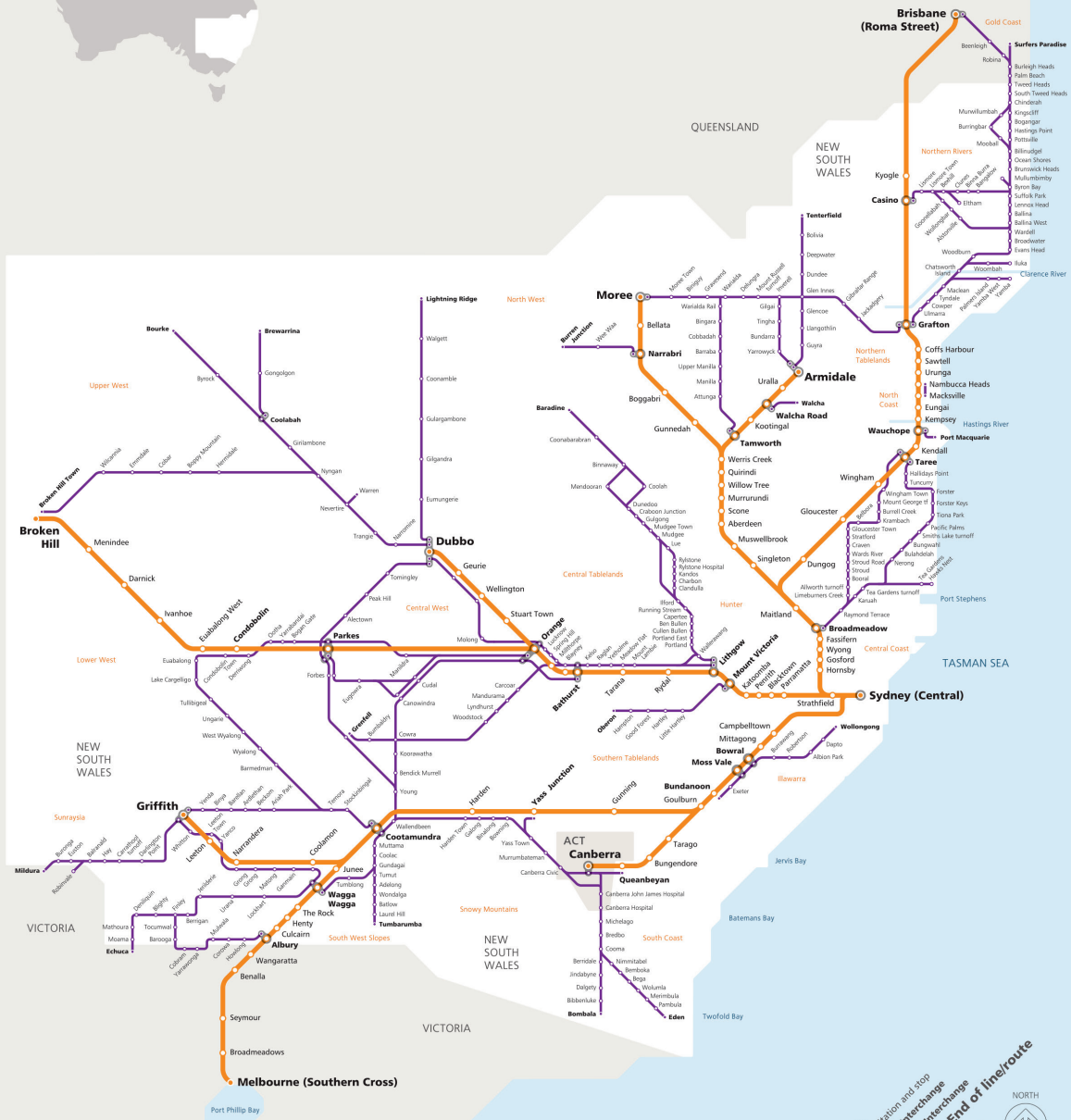
Acting Chief Executive, Pete Allaway is accountable for the delivery of this four year Corporate Plan 2019-23. The Plan is monitored and implemented by the NSW TrainLink Senior Leadership Team. The Plan will be reviewed annually to ensure it stays relevant and we can measure our success. NSW TrainLink directorates will develop and implement business plans to achieve the strategic objectives in this plan.

Progress of the plans, actions and initiatives underpinning the NSW TrainLink Corporate Plan 2019-23 will be monitored through business as usual processes, for example, business performance reviews and standard management reporting.



Our network

Regional Trains and Coaches



Check timetables and trip planners for train services and connections

Visit transportnsw.info

Intercity Trains Network



NSW TrainLink Corporate Plan 2019-2023

NSW Trains operates as NSW TrainLink offering train and coach passenger services which connect customers and communities across regional NSW. This plan has been prepared in consultation with Transport for NSW. It sets out the strategy, business objectives and priorities for the delivery of regional and intercity rail and coach passenger services over the coming years.

This plan sets out the programs of work that NSW TrainLink will deliver in the years ahead to stay focused on realising its purpose: To connect people and communities throughout NSW.



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