

Sydney Trains Annual Report

Volume 1 | 2021-2022

transport.nsw.gov.au



Sydney Trains

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Front cover: Sydney Trains employees

Acknowledgement of Country

Sydney Trains acknowledges the traditional custodians of the land on which we work and live.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

Many of the transport routes we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation's First Peoples followed for tens of thousands of years.

Sydney Trains is committed to honouring Aboriginal peoples' cultural and spiritual connections to the lands, waters and seas and their rich contribution to society.

Letter to Ministers

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

The Hon. David Elliott MP
Minister for Transport

Parliament House
Macquarie Street, Sydney NSW 2000

Dear Ministers

I am pleased to submit for presentation to Parliament the Sydney Trains Annual Report for the financial year ended 30 June 2022.

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

Yours sincerely



Matthew Longland
Chief Executive
Sydney Trains

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From the Chief Executive





Whilst 2021-22 tested the resolve of all of us, I could not be prouder to lead the committed team of people at Sydney Trains.

Joining in June 2021, I was just one week into the role of Chief Executive before we entered another period of COVID-19 lockdown, by this time not unfamiliar to our people but challenging nonetheless. Our teams displayed incredible resilience to continue to deliver services during the pandemic, significantly enhancing cleaning on the network, managing social distancing and helping our customers comply with COVIDSafe protocols.

Punctuated by heavy rainfall and flooding, large sections of our network were impacted during the year, leading to widespread damage and disruption for our customers. Our people worked tirelessly to repair and restore the network following each extreme weather event, while supporting our customers throughout with alternative journey options.

Pushing past unprecedented challenges, we successfully enhanced our safety and accessibility, with the delivery of upgraded lifts at Central Station, new lifts at Yagoona Station, and refreshed tactiles and stairs at Town Hall.

We installed a sophisticated Automatic Train Warning System to more accurately detect approaching trains and alert crews on track, and commenced delivery of the first phase of a European Train Control System on 600 kilometres of the network, the culmination of many years of careful planning and testing, and an important step towards a digital railway.

Demonstrating our commitment to the environment, Sydney Trains became the first heavy rail network to transition to all green energy in 2021-22, four years ahead of target. Through the Net Zero Emissions Initiative, Sydney Trains now offsets all Scope 2 emissions associated with electricity. This includes electricity used for our trains, depots and stations.

Our focus on technology improvements also continued, with smartphone upgrades for our train guards, providing the latest real-time information from the Rail Operations Centre and including the safety application SafeZone which provides a direct digital link to the 24-hour, seven day a week security team.

Innovative solutions allowed us to keep our customers at the centre. We introduced dynamic timetabling, including temporary additional services, to match fluctuating travel demand throughout the year. We also improved communication and customer information by sharing multi-modal travel information, and our Customer Promise has brought about a real step-change in customer service standards.

Despite the operational and industrial challenges of the year, I'm pleased to report that our Customer Sentiment scores started to return to near pre-pandemic levels, increasing to 79 per cent by the end of financial year, an 11 per cent increase.

Finally, I want to acknowledge the strong performance of our people in the face of adversity, a true testament to the commitment of everyone at Sydney Trains to deliver clean, safe, efficient and reliable rail services to the people of NSW.

Matthew Longland
Chief Executive
Sydney Trains



About this report



Wolli Creek Station

The Sydney Trains Annual Report 2021-22 provides an overview of our achievements during the financial year against Transport's Outcomes.

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

Volume 1

About us

A profile on who we are, what we do, how we contribute to delivering on Transport's Outcomes, our mission and behaviours, governance framework and our strategic direction.

Delivering on Outcomes

Highlights key achievements in operating and maintaining the heavy rail network, providing rail services for passengers and network control for freight. This chapter presents our business performance results and showcases the programs and projects that we delivered this year to improve performance against our outcomes.

Financial overview

An overview of our financial results for 2021-22. A comprehensive set of financial statements on all activities is available in Volume 2.

Appendices

Our reporting requirements according to our statutory obligations.

Volume 2

The audited financial statements and Independent Auditor's Report for Sydney Trains.

About Sydney Trains



Who we are

Sydney Trains is a NSW Government Agency constituted under the *Transport Administration Act 1988* (NSW). We are administratively part of the Greater Sydney division of Transport for NSW.

Transport is the lead government agency in the Transport and Infrastructure cluster, responsible for managing and shaping the future of the transport system in line with NSW Government priorities.

Sydney Trains provides passenger rail services in Greater Sydney, operates and maintains the heavy rail network for customers and provides network control for freight. Sydney Trains is at the hub of the largest public transport system in Australia, with pre-COVID-19 annual patronage approaching 400 million. While patronage growth has been impacted by COVID-19, we are preparing to play our part in making public transport a preferred choice for the people of Greater Sydney.

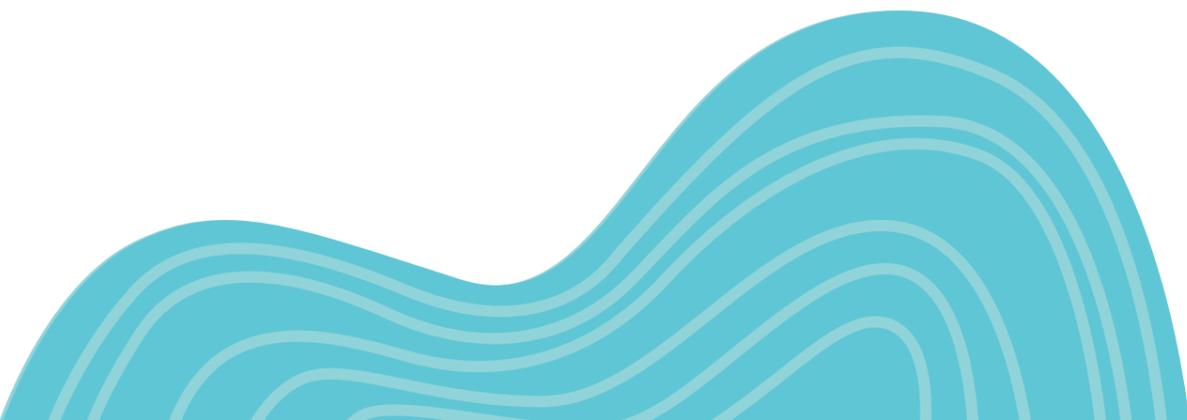
We work with other transport operators to provide safe, integrated, seamless journeys for our customers.

What we do

We operate heavy rail services across the area bounded by Berowra, Emu Plains, Macarthur, Richmond, Leppington, Cronulla, Bondi Junction and Waterfall, employing just over 10,000 staff. This network is the backbone of the Greater Sydney transport system

Sydney Trains is responsible for maintaining assets valued at \$46 billion. This extends beyond Greater Sydney to include the area bounded by Bomaderry, Lithgow and the Newcastle Interchange. We partner with and maintain a sizeable portion of the NSW TrainLink infrastructure and fleet, including the intercity and regional train fleets. We support access provision for freight and third party operators to utilise our network.

Our Rail Operations Centre (ROC) serves as the mission-critical 'nerve centre' providing network control services for our fleet, freight and third-party operators to keep our passengers and customers moving safely.



Delivering on Transport's purpose

Transport's purpose

Transport's purpose 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.

Sydney Trains' mission

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

Our focus is to become a technology-enabled, efficient and effective railway operator-maintainer.

Transport Outcomes

Our Outcomes describe the goals we aspire to achieve with our partners:



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.



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.



Transport systems and solutions enabling 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.



Thriving people doing meaningful work

We want Transport and Infrastructure 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 achievements and performance against our Outcomes are presented in this Annual Report.

Sydney Trains' priorities

Sydney Trains' priorities helps us focus our efforts on achieving our mission. They tackle head-on the most consequential and significant challenges facing us as an enterprise. The three priorities are what matter most and will serve as a mechanism to drive change.

Operational excellence every day



Operational excellence centres on the considered and thoughtful planning of accessible, seamless, informed and safe journeys for our customers every day.

Customer at the centre



The customer continually pervades our thinking from planning to delivery - putting the customer first is part of our DNA.

Sustainability is our future



Sustainability ensures our longevity so we can continue to provide efficient services to customers across the network.



Our cultural aspirations, commitments and behaviours

Transport cultural aspirations

Our culture guides us each day. How we live our culture in what we think, feel and do each day will help us make Sydney Trains a great place to work:



Customer at the centre – we make decisions with the customer experience in mind, and we know who the customer is and their needs.



People at the heart – we care for the people we work with and their experience. We can bring our whole self to work.



For the greater good – we are future focused and sustainable, we collaborate for integrated solutions.

Our five ways of leading

Our five ways of leading reflect the way we work together and lead everyday. By embracing these behaviours we are able to more effectively deliver for the people of NSW.



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.

Sydney Trains commitments

Our commitments are the foundation stone to support our customers and people to ensure we can deliver on our priorities.

Safety at our core



We are committed to every employee going home safely at the end of each shift and every customer arriving safely at their destination.

People at the heart



The best attribute of any organisation is high-performing teams. We aim to attract newcomers and keep people engaged and proud to be working for Sydney Trains.

Sydney Trains SPACE behaviours

Our SPACE behaviours sit at the centre of everything we do at Sydney Trains and are considered in partnership with the Code of Conduct to guide our work and responsibilities.

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

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

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

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

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

Our strategic direction

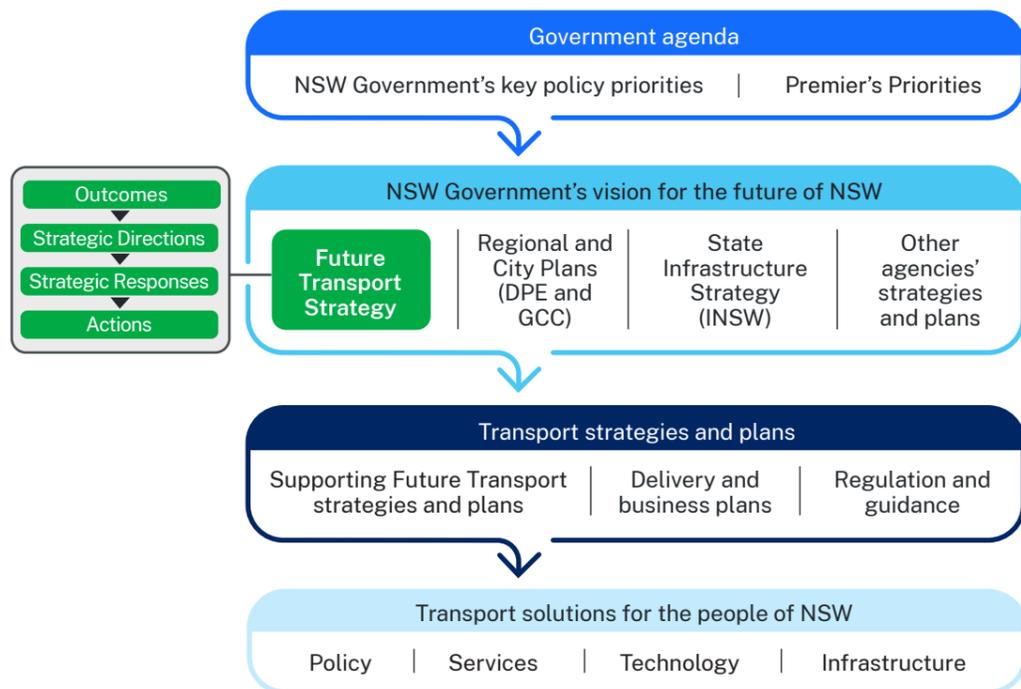
The Future Transport Strategy

Future Transport is our vision for a modern and connected transport network that gives people the freedom to choose how and when they get around, no matter where they live and work.

The Future Transport Strategy is a suite of strategies and plans that set the vision, directions, and principles for customer mobility in NSW, guiding transport investment over the longer term. It presents a glimpse of the large economic and societal shifts and rapid changes in technology and innovation behind our creation and maintenance of a world-class, safe, efficient, and reliable transport system.

The Future Transport Strategy outlines six state-wide principles to guide planning and investment. These are aimed at harnessing rapid change and developing new technology and innovation to support a modern, innovative, and resilient transport network.

During the past financial year, Transport has updated the Future Transport Strategy to reflect changes in local and global trends. The updated strategy was released in September 2022.



Strategic context for the Future Transport Strategy

Sydney Trains' Corporate Plan

Our 2021-2022 Corporate Plan provided the strategic context for the initiatives we undertook throughout the year, enabling us to continue to provide rail services to passengers, freight and third parties that improve transport outcomes for both customers and communities.

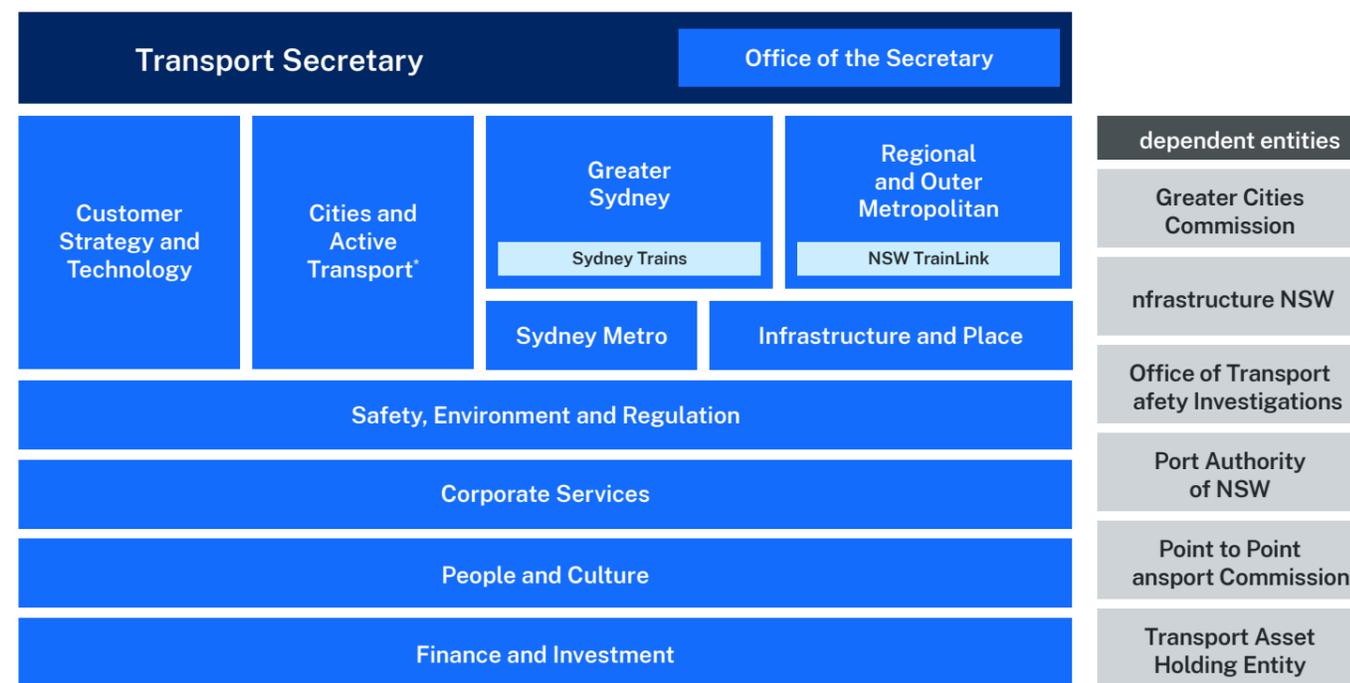
The plan was built around Transport's Outcomes and our business priorities. These priorities were put in place to shape our future planning in a way that will help realise the Future Transport Strategy. We update our Corporate Plan each year to ensure that in the near term, our efforts support these Outcomes.

Transport operating model

Transport for NSW is the lead agency in the 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.

Our operating model shows how we work together to deliver outcomes for those we serve. It is designed to enable us to adapt to the changing ways customers and communities engage with us and how they use the transport network.

Our 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. It 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 cultural aspirations and five ways of leading.



**Includes some staff employed by Department of Transport*
Transport's operating model as at June 2022

Sydney Trains' operating model

Sydney Trains' operating model facilitates service delivery to our customers across four branches and support services in strategy, investment, safety, project management and financial services.



Our organisational structure

Our organisational structure has been designed to effectively align functions and operations with the delivery of key services and achievement of legislative objectives. The structure achieves this by providing clear lines of reporting, accountability and responsibility to support appropriate, open and transparent decision making.

Office of the Chief Executive provides day-to-day executive support for the Chief Executive, serving as the central function for government services at Sydney Trains, as well as managing critical business activities in the areas of governance, compliance and secretariat.

Rail Operations supports the delivery of safe, reliable, customer-focused rail services across Australia's largest and most complex suburban network. The team aims to improve the reliability and resilience of the network with an integrated approach to operational planning, and by delivering controlled, reliable, consistent and seamless day of operations services.

Customer Experience aims to embed a customer-centric culture across Sydney Trains to help us deliver consistently high quality outcomes for our customers. The team is always looking for ways to continuously improve our customers' journeys, leveraging insights from customer information and feedback, working with our partners, investing in new technologies and innovation, delivering upgrades and improvements and listening to our people. The team works in partnership with colleagues across the cluster to support

Transport's future vision of creating truly integrated, multi-modal customer journeys.

Train Crewing are custodians of our customers' on-board journey experience. The team improves our customers' experience by delivering safe and reliable train operations that meet their changing needs. The team ensures we have the right number of drivers and guards with the right skills to deliver professional and conscientious services.

Engineering and Maintenance manages the annual maintenance program, in excess of \$1 billion, on behalf of Sydney Trains and NSW TrainLink –delivering a safe, reliable passenger fleet and metropolitan rail network, to meet customer demand and keep Sydney moving.

Strategy, Portfolio, and Investment sets the strategic direction for Sydney Trains and manages investment priorities, funding and allocations to ensure cohesive transformation with improved transparency, accountability and visibility. The team is the single point of contact and coordination for large scale transport-related growth programs such as Sydney Metro, More Trains, More Services, Digital Systems, and the Central Precinct to help deliver world-class train services in Sydney.

Safety, Environment, Quality and Risk delivers support, across all areas of rail safety, environment, quality and risk in accordance with legislative and regulatory requirements of a Rolling Stock Operator and a Rail Infrastructure Maintainer.

Finance and Commercial is responsible for overseeing, driving and implementing finance and commercial strategies, activities, and efficiencies across all branches of Sydney Trains. The team has primary accountability for finance, commercial and IT services. Services are delivered through a combination of internal capabilities and business partnering services provided by Transport for NSW corporate functions.

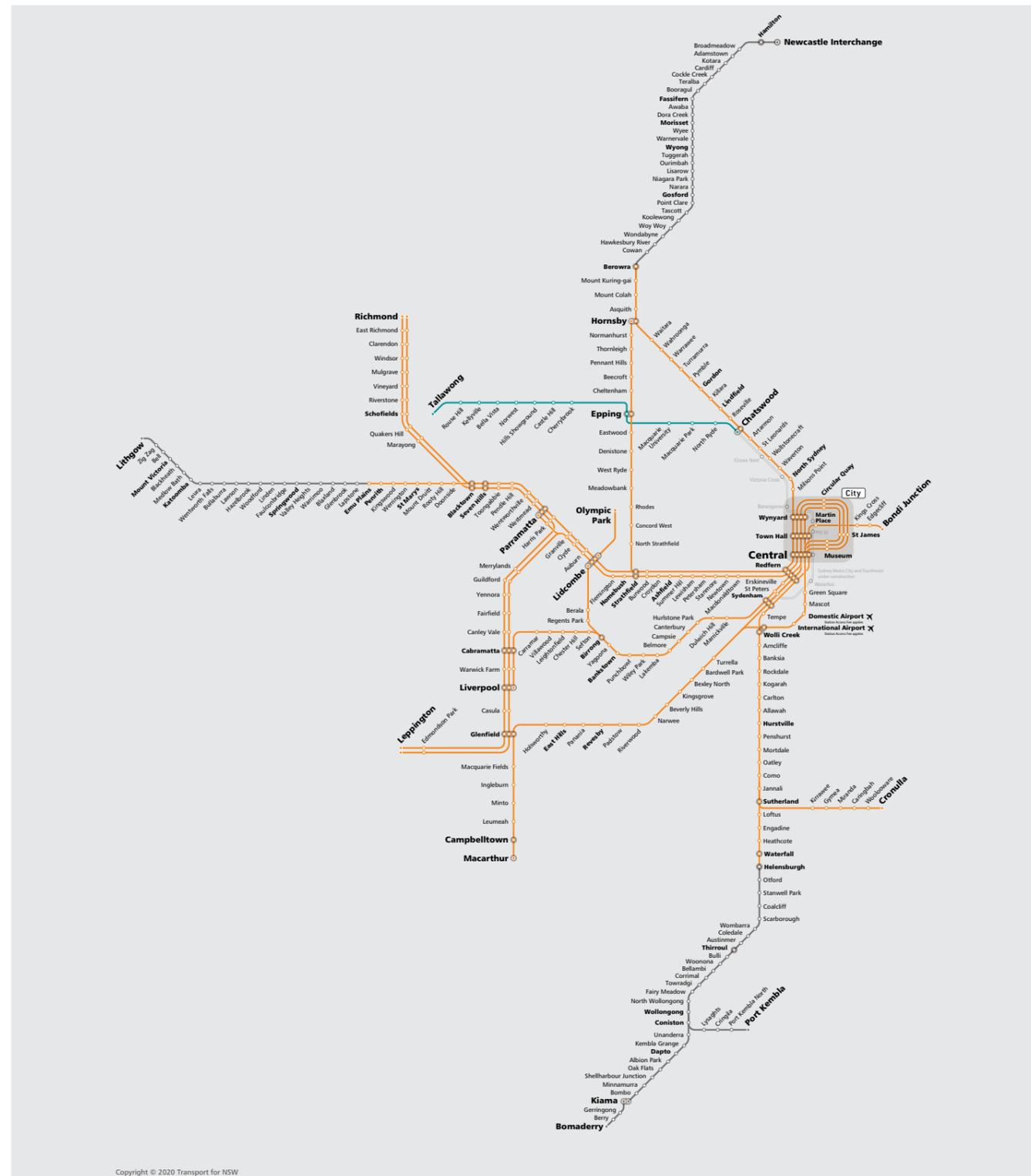
A Corporate Functions Review was undertaken to consider how Sydney Trains and NSW TrainLink will operate and integrate with Transport for NSW. As a result of the review, Sydney Trains will continue to focus on being an effective operator and maintainer, with many corporate functions provided by Transport for NSW.



Sydney rail network



Sydney Trains' asset management boundaries



Key facts and figures

135 million

Opal passenger trips



51%

of our customers are travelling to and from work



1,000+

people can be moved by an eight-car train



24%

of our customers travel at least four days per week



418,000

average passenger trips per weekday*



10,000 +

people work for Sydney Trains



504,000

average passenger trips per weekday excluding the 3 month lockdown period



\$4 billion

total cost of operations



46,000

timetabled stops per weekday



3,200

timetabled services per weekday



**There were significantly lower passenger trips per weekday than the previous financial year due to over three months of COVID lockdown.*

Key facts and figures

\$46 billion

assets under management at current replacement cost



786

Help Points



1,185

bridges



364

train stations*

168 Sydney Trains stations
(Five AirportLink and Olympic Park Station are maintained by external providers)

196 NSW TrainLink stations



2,134

electric and diesel fleet

1,565 Sydney Trains fleet
569 NSW TrainLink fleet



67

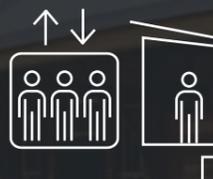
tunnels



293

accessible train stations

(including five AirportLink and Olympic Park stations)



1,805 km

track maintained, including mainline, NSW TrainLink and sidings
1,562 km mainline track, including 919 km electrified Sydney Trains track, AirportLink and Olympic Park
1,721 km overhead wiring maintained, including NSW TrainLink



7,075

track circuits



165

electrical substations and section huts



122

escalators



76

active road/pedestrian level crossings



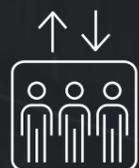
2,045

kms optical fibre



479

lifts



4,007

signals



12,483

CCTV cameras



2,241

track turnouts



* 359 are maintained by Sydney Trains

Delivering outcomes for the people and communities of NSW





Connecting our customers' whole lives

Sydney Trains' rail network is the largest and most complex in Australia. Our customers are at the heart of everything we do.

While managing the challenges of the COVID-19 pandemic and extreme weather events, we also supported the modernisation of the network, integration of the Metro network, focused on enhancing our customers' end-to-end journeys, while finding new and innovative ways to improve customer safety.

Table 1: Customer satisfaction

Measure	November 2020 ¹	May 2021	May 2022
Overall level of customer satisfaction with Sydney Trains	94%	93%	92%
Timeliness	90%	88%	87%
Safety and security	92%	93%	92%
Ticketing	95%	95%	94%
Convenience	92%	91%	90%
Accessibility	95%	94%	93%
Comfort	93%	91%	92%
Cleanliness	92%	91%	88%
Information	93%	91%	90%
Customer service	90%	88%	87%

¹ Due to the response to COVID-19 the May 2020 Customer Satisfaction Survey was not conducted. This has impacted our ability to provide best practice data reporting from a full sample and there may be a higher margin of error in the November 2020 half-year survey results.

Enhancing our customers' experience

The customer is at the centre of everything we do. Understanding our customers' needs and expectations is vital to ensure we deliver the best service possible.

In May 2022, Sydney Trains overall customer satisfaction achieved 92 per cent.

Sydney Train customers continue to be most satisfied with 'Ticketing' and least satisfied with 'Customer service' and 'Timeliness'.

Improving customer information and communication

Sydney Trains improved the accuracy, timeliness, accessibility and delivery of customer information across our network. We are committed to improving the way we communicate. Customer research has been performed to refresh the way we communicate with customers to be professional, empathetic and easy to understand.

We continued to build on the multi-modal indicator screen trials. Multi-modal travel information is displayed on boards to help customers know how to meet their connecting service. The initiative will be used to support the rollout of additional screens across the network.

Between October 2021 and June 30, 2022, Sydney Trains upgraded 1,209 Train Guards' station basic work phones to iPhones. The upgrade gave Sydney Trains crew access to the latest real-time information from the Rail Operations Centre which can be passed onto customers in announcements. The new phones also include the safety application SafeZone which provides a direct digital link to the 24-hour, seven day a week security team.

We also hosted the successful ITV series Inside Central Station, which provided our customers with an exciting and insightful behind-the-scenes look at the daily lives of our people and the extraordinary effort they put into ensuring fantastic customer service while delivering clean, safe, and reliable rail services for the people of NSW.

Customer Promise enhances customer service

Customer Service Sentiment, a measure of customer satisfaction with the service at stations, was recorded at 68 per cent in mid-2021. When COVID-19 and lockdowns hit their peak, customers needed, more than ever, a great service to build their confidence in returning to public transport.

In response, Sydney Trains embarked on an innovative program to enhance customer experience through focusing on continual improvement. The Customer Promise campaign and training program brought about a step-change in customer service standards by engaging and motivating staff to deliver the Sydney Trains' Customer Service Principles.

These include:

- first impressions count
- friendly and ready to help
- communicate clearly
- find a solution
- share your knowledge
- work together.

By focusing the attention of station staff on customer service through our Customer Promise, customer sentiment improved, and customers felt safer travelling on public transport. In the period January to June 2022, Customer Service Sentiment rose by 11 percentage points to 79 per cent – a level comparable with pre-pandemic results.

Keeping our fleet and networks safe

We ensured that our customers and communities continued to receive safe, reliable, and efficient rail services and found new ways to improve safety and service in the future.

COVID service adjustments

The arrival of the Delta and Omicron COVID-19 variants, lockdowns and changing Public Health Orders and social distancing requirements created a complex operating environment for Sydney Trains.

To keep our customers safe, our cleaning team wiped down high touch surfaces and our in-house tracing team managed potential close contacts and surveillance testing of operationally critical workers.

In keeping with Public Health Order requirements for social distancing, Sydney Trains introduced external capacity decals (commonly known as green dots) the week of 8 June 2020. As capacity limits changed in line with public health requirements, Sydney Trains amended the capacity decals on all trains beginning 30 October 2021.

To ensure adequate service levels were planned and delivered by Sydney Trains, we consistently monitored customer demand and changing travel patterns using the most up-to-date network data. This dynamic process helped us to understand the rapidly changing, sometimes fluctuating, customer profile and the non-typical operational environment where patterns of travel had changed.

Sydney Trains was able to supplement the existing standard rail timetable with temporary additional services where the opportunity presented. These additional services were not concentrated to one specific area of the network, or during the periods of time when customers would traditionally travel pre-pandemic. The services helped customers across multiple train lines and many geographical areas of the city and, in conjunction with the other public transport agencies, we were able to ensure enhanced customer outcomes could be provided when and where they were needed most.

From July 2021 to February 2022, a period containing pandemic lockdowns, Sydney Trains operated an enhanced weekend timetable due to reduced customer demand and increased flow-on impacts of the pandemic on our people.

As physical distancing parameters changed, we increased capacity in line with Government recommendations and altered services to ensure our customers could access safe, reliable, and clean services, all whilst effectively maintaining social distancing guidelines. Additional services implemented during this period provided extra capacity on the network and accounted for more than 100,000 customer trips on a weekly basis.

On 28 February 2022, Sydney Trains returned to the pre-COVID timetable, operating to standard peak hour times.

Managing severe weather

The La Nina weather system combined with East Coast lows to make 2021-22 the wettest year on record in Sydney. Torrential rain caused flooding, power outages and landslides across Greater Sydney.

Sydney Trains teams worked collaboratively with Transport to reduce the impact of the severe weather on customers.

In response to catastrophic flooding across our network we introduced zonal speed restrictions for the first time, implementing these across five areas. We also prioritised the recovery of our freight routes to ensure the continued supply of essential goods.

In the Blue Mountains, more than a dozen landslides affected the tracks following record rain in March 2022. Sydney Trains worked quickly at each site to determine the scope of the problem in challenging weather conditions. Once the safety of the site was assured, we commenced remediation

works to repair the signal, electrical, track and civil infrastructure. Due to the hard work of all the teams, the Blue Mountains line reopened faster than expected, within three weeks of closure.

On the South Coast, our teams worked proactively through rainstorms and poor weather at short notice to protect vital equipment, prevent safety incidents and ensure customers and freight could keep moving safely following landslides in May. The team then continued to remove debris from the corridor to stabilise embankments and clear water from tunnels.

This exceptional work under trying circumstances allowed the track to be restored, and the speed restrictions on the network to be lifted earlier than expected.

Customer Injury Frequency Rate

The safety and wellbeing of our customers remains at the core of everything we do. The prime measure of our customer safety performance is the Customer Injury Frequency Rate which measures the number of customer injuries, normalised per million passenger journeys.

During the year, our customer safety performed better than target achieving a Customer Injury Frequency Rate of 5.18.

Key initiatives driving this result include the introduction of platform gap fillers, upgrades to known safety hot spots such as the escalators at Central Station, and improved wayfinding and signage across the network.

Gap filler reduces customer injuries at Town Hall Station

The successful trial of gap filler technology in Circular Quay in 2021 saw a significant reduction in customers falling through the gap. Following this successful trial, work has begun to extend the technology to other platforms, starting with a gap filler installed at Town Hall Station in December 2021.

Engineering staff worked in shifts over two days to install the new rubber gap filler technology on Platform 6 to close its 132 millimetre gap. The filler is custom engineered for each location as every platform on the Sydney Trains network is different. Gaps can be generated by several factors including the curve of the rail track, the height of the platform and the type of train.

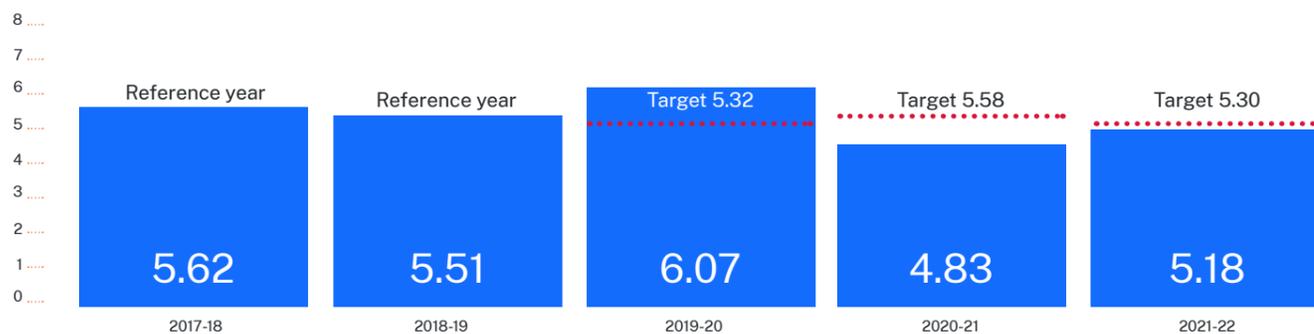
Following the installation, no customers have fallen through the gap on Platform 6. Future work is already planned to close the gap at high-risk platforms at Bondi Junction, Wollri Creek, Chatswood and Central Stations.

Automatic train warnings go live

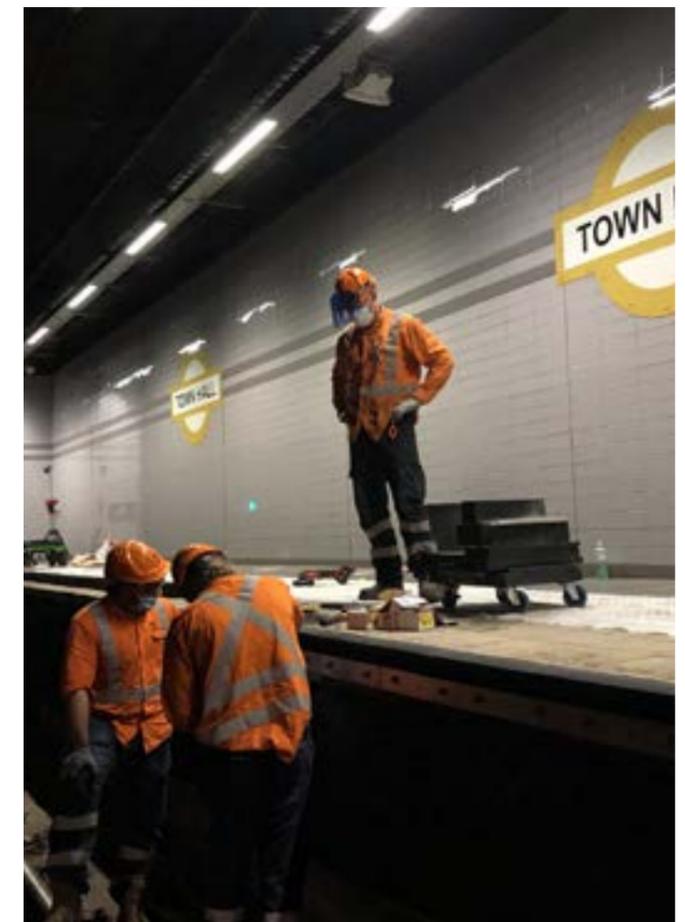
In December 2021 Sydney Trains delivered the \$2 million Automatic Train Warning System to further protect rail work crews. The new technology consists of a series of sensors that are placed in the track at intervals, depending on the maximum track speed for the location.

The Automatic Train Warning System greatly improves safety in the rail corridor by automatically alerting any workers on the line to the presence of a train, giving the work crew a minimum warning time of 30 seconds to move to safety.

Customer Injury Frequency Rate



Gap filler installation works at Town Hall



Accessibility upgrades

The Transport Access Program 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 Sydney Trains manages customer disruptions and expectations during construction and delivery.

Transport upgraded 11 stations under the Transport Access Program this year to enhance accessibility and safety for customers. Upgrades were completed at Petersham, Bexley North, Como, Roseville, Canley Vale, Beecroft, Banksia, East Hills, Wahroonga, Wollstonecraft and Yagoona stations. The upgrades included replacing and renovating lifts and escalators, improving lighting, reconstructing or resurfacing platforms, fixing tiles, refurbishing or replacing air conditioning and fire equipment.

During the upgrades Sydney Trains staff ensured customers were safe, informed and able to access services without impediment.

Operational excellence every day

Sydney Trains operates hundreds of services every day with service reliability on on-time-running remaining our number one priority.

We measure our customers travel experiences during peak period services with our customers' on-time and peak service punctuality KPIs.

In 2021-22 we made significant improvements to enhance incident management, ensure regulatory compliance, and improve customer information.

Delivering excellent customer performance is at the heart of our business. Our customers consistently register timely, frequent services as their highest priority. It is an integral part of a customer's journey experience and perception of rail travel, both of which support growth and contribute to the broader community and the economy. Our Performance Management Framework (PMF) has been established and draws on global best practice in performance excellence and establishes the high-level principles for learning and continuous improvement.

Unexpected incidents occur for several reasons including fleet, track and signalling issues, fatalities, threats of self-harm, vandalism, extreme weather conditions, operational issues and sick passengers. When an unexpected incident did occur, we worked hard to restore services as quickly as possible.

Measuring specific impacts to all our customers means we make operational and investment decisions based on what matters most to customers, how it impacts them overall and potential benefits. This drives better customer outcomes, as we can focus on the impact of incidents on the whole of their journeys. Sydney Trains embedded a new Lost Customer Minutes indicator as a key performance measure in our Rail Operations Agreement with Transport for NSW in July 2021. Lost customer minutes are calculated as a customer's actual journey time (as measured from their OPAL tap on and off) compared to expected journey time (from the timetable). Using Lost Customer Minutes to assess incidents from the customer's point of view allows us to address the root cause of customer delays, avoid repeat issues and improve our services for customers every day.

Customer punctuality measures the percentage of all customer journeys arriving within three minutes of the expected time. In 2021-22 customer punctuality was 86.6 per cent. This is down on the 88.6 per cent result from last year, but higher than the prior year result of 85.2 per cent, which mostly covered a pre-COVID-19 period. This year's result was impacted by extreme weather, industrial actions, and COVID related staff shortages. In this respect, the 86.6 per cent is an excellent result.



Table 2: Moving customers on time and reliably

	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	2021-22
Customers on time (%)													
Target: 92%	97.9	98.8	99.3	97.8	98.6	94.2	96.1	95.1	80.4	93.8	95.9	91	95.4
Peak (service) punctuality (%)													
Target: 92%	96.9	97.7	98.9	96.4	96.9	93.6	93.6	89.6	71	90.8	93.9	89.1	92.1
Customer punctuality, at 3 lost customer minutes (%)													
Target: 87%	90.7	92.4	93	90	89.8	87.7	90.1	83.8	78.4	85.6	87.2	84.9	86.6



Successful places for communities

Sydney Trains' network enabled vibrant communities by switching to green power, joining community events and building resilience into our networks.

Environment and sustainability

Achieving an environmentally sustainable transport system is a critical element in NSW's efforts to tackle climate change, create livable places, and support the health and wellbeing of our communities. Sydney Trains supported this goal by becoming the first heavy rail network in Australia to reach net zero and working with industry to increase our supply of renewable energy.

First train network to hit net zero

Sydney Trains became the first heavy rail network to transition to all green energy in 2021-22, four years ahead of the target.

Through the Net Zero Emissions Initiative, Sydney Trains now offsets all Scope 2 emissions associated with electricity. This includes electricity used for our trains, depots and stations.

Prior to this change, Sydney Trains and NSW TrainLink used 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.

Our net zero initiative has reduced Sydney Trains' total emissions footprint by 98 per cent and removed approximately 700,000 tonnes of carbon dioxide from the atmosphere. This is equivalent to the removal of emissions emitted by 170,000 cars, every year.

Sydney Trains recently entered into a long-term agreement with Iberdrola Energy with direct linkages to their new solar farm under construction near Narrandera. This agreement will diversify our supply of renewable sources in a fiscally responsible manner, while supporting renewable energy development in NSW. In conjunction with existing agreements with Red Energy, it will ensure that Sydney Trains remains at net zero emissions from electricity until December 2030.

In addition to the net zero target, Sydney Trains has also sought to address the scale of our energy profile by setting a target to reduce the rate of energy consumption (kWh/car km) by 10 per cent over five years. Innovative energy efficiency initiatives for rollingstock heating, ventilation and air conditioning, maximising energy recovery from regenerative braking and onsite solar photovoltaic projects will improve the energy consumption profile.

Events

Sydney Trains supported Sydney's economic and social recovery and promoted safe community behaviours by attending and participating in community events.

Sydney Easter Show

In April 2022, we attended the Sydney Royal Easter Show to run our popular 'keep track of your kids' stand.

At the stand, parents and guardians had their mobile numbers written onto a wristband which was then attached to their child. If the child was separated from their carer during the show, it was much easier to reunite them by calling the nominated number.

Our team wrote and distributed more than 60,000 wristbands and reunited countless children, much to the delight of their anxious loved ones.

Seniors Festival

Sydney Trains attended the two-day NSW Seniors Festival Expo at the International Convention Centre in Darling Harbour, speaking with more than 12,000 people about how to travel safely around the rail network, using lifts and escalators and how to organise boarding assistance.

This year we also conducted a centre stage safety presentation which was live streamed to more than 1,600 seniors who could not attend the event in person.

Rail safety education workshops

Sydney Trains School Program offers free rail safety workshops to students and community groups educating people on the importance of travelling safely on and around trains, platforms, and stations.

In the past financial year, the school program team visited 52 schools and delivered rail safety education to more than 3,000 students. The team also participated in eight events through community information stalls and children's activity tents to open the conversation and answer customer questions on safety.

Under a new partnership with Autism Spectrum, Sydney Trains now provides an autism-friendly version of the safety program. Over the past year we worked with Disability Awareness Australia to deliver station visits and workshops for 18 disability groups to help prepare customers with disability to travel independently with confidence.

Rail Track Association Field Day

Sydney Trains was a proud official partner of the Rail Track Association Field Day held in Chullora on May 11 and 12, 2022. The Field Day is known as the biggest, most diverse and best outdoor event on the Australasian rail calendar. It provides an opportunity to demonstrate new rail technology, plant and equipment and present best-practice thinking with local and international attendees.

At the show, Sydney Trains demonstrated its impressive and innovative technology solutions to tackle possession management and track worker safety. This included the ZKL3000 track circuiting operating device, which can turn the signal to red when placed on a track.





Transport systems and solutions that enable economic activity

We continued to deliver maintenance programs and future-infrastructure works while managing demand on our network.

Sydney Trains infrastructure and fleet assets are critical to keeping our city moving and connecting our customers to social and employment opportunities.

The efficiency of freight movements in Sydney has an impact on the broader freight industry and economy.

Sydney Trains delivered key maintenance projects including:

- commissioning Mount Victoria area remodelling
- commissioning Interlocking upgrade at Bombo
- completion of Phase 1 of ATRICS cyber security
- completion of the Central sandstone restoration project
- replacement of platform tactile markers for the vision impaired at seven stations
- reconstruction of platforms at Wollstonecraft Station
- critical, and complex track reconstruction at Wondabyne
- trialing of Polish Pass Grinding as a part of the rail management process.

In addition, we also delivered:

- 33.4 kilometres of rerailing
- 450.4 kilometres of resurfacing plain track
- 8.7 kilometres of contact wire renewal
- 426 turnout grinding
- 76 turnout refurbishments
- 822.2 kilometres of rail grinding
- 2.2 kilometres of track reconditioning
- 24 track circuit renewals
- 158 track circuit refurbishments
- 7 lift renewals
- 9 bridge refurbishments
- 44.37 kilometres of continuous welded rail adjustment

Electronic Safety Critical Document pilot

In November 2021, electronic Safety Critical Documents went live across the Sydney Trains network. Electronic Safety Critical Documents give drivers and guards up-to-date safety and operational critical information via an electronic device to provide better customer outcomes and achieve a safer and more reliable network.

The upgrade from paper documents to digital has improved information sharing and also reduced printing costs, supporting Sydney Trains to meet environmental targets.

Annual leave app improves processes

Sydney Trains developed an in-house end-to-end solution to make it easier for train crew to submit annual leave requests.

Previously, train crew submitted annual leave requests on paper forms, a process that was laborious, administratively intensive and prone to human error.

Sydney Trains crew can now access an app on their mobile device at any time to submit their annual leave requests and edit their preferences. Crew can also see leave taken via the app.

This technology solution has addressed issues around version control and, data loss through missing forms or typographical errors.



Thriving people doing meaningful work

This financial year we continued to value our people by investing in our safety program, health clinics, mental health workshops and diversity programs.

Keeping our people safe

Sydney Trains' prime measure of workplace safety performance remains the Total Recordable Injury Frequency Rate. This measures the total number of employee injuries, comprising of lost time injury and medical treatment injury, normalised per million hours worked.

While the COVID-19 pandemic has continued to impact on the way our people work, our employee safety performed better than the target achieving a Total Recordable Injury Frequency Rate of 12.1 this year.

The pandemic has tested our people but has also emphasised their resilience, agility and adaptability. Sydney Trains proactive and preventative health strategies combined with safety programs have significantly improved worker safety over the past decade.

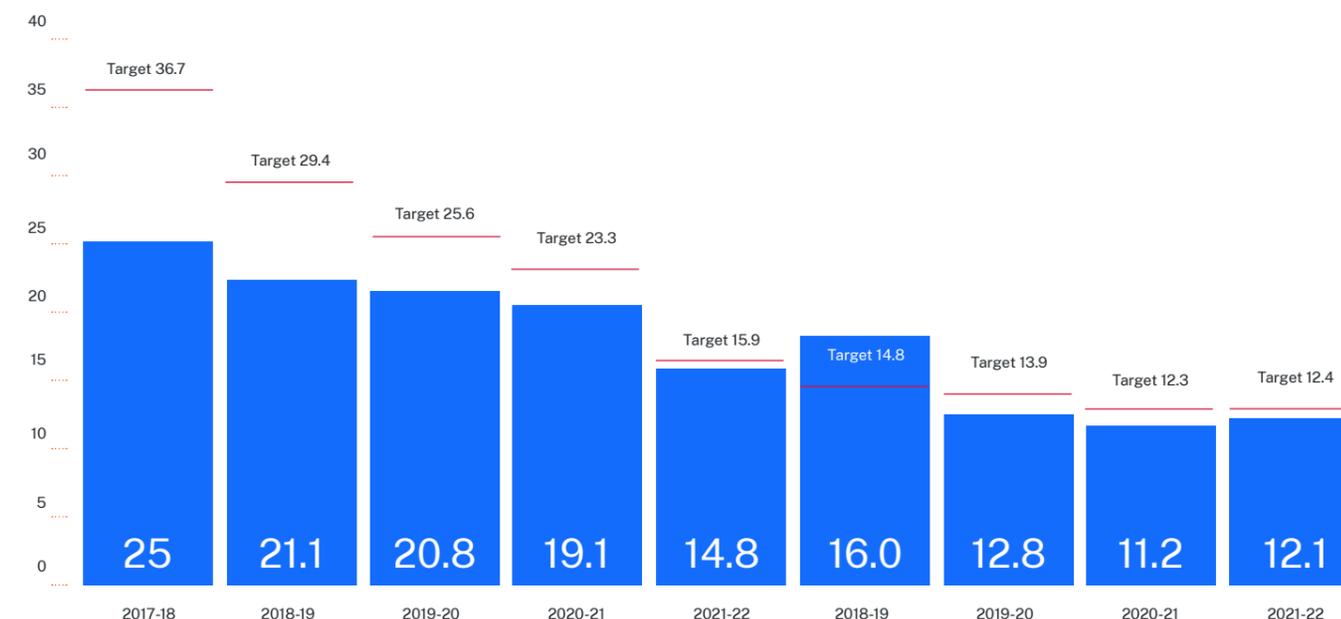
In the past financial year, we continued to rollout onsite health clinics to drive preventative health and safety outcomes among staff. Sydney Trains was also certified as a Mental Health First Aid Gold Standard workplace. This initiative supported a year of reductions in both physical and psychological injury.

Our Sydney Trains Safety Culture Program maintained its resolute focus on front line education and controlling critical risks within the workplace.

Sydney Trains offers and encourages Critical Incident Leave for our people as an early intervention support service following a traumatic event. As good practice and culture, Critical Incident Leave is available for both the directly involved employee(s) and any employees affected through witnessing or hearing about an incident. It is offered to reduce the severity of impact, improve trauma processing timeframes, improve general mental wellbeing and reduce the likelihood of progression toward a psychological injury. Around 200 of our people take up the offer of Critical Incident leave each year and in doing so prevent the traumatic incident progressing to a psychological injury.

Whilst Critical Incident Leave does not meet the definition of a lost time injury, the Total Recordable Injury Frequency Rate inclusive of Critical Incident Leave is 20.9. In addition, the Total Recordable Injury Frequency Rate can be further adjusted to 28.0 for COVID presumptive liability. The presumption means that workers who are diagnosed with COVID-19 are automatically presumed to have contracted the disease in the course of their employment.

Total Recordable Injury Frequency Rate



Enterprise Track Worker Safety Program

Sydney Trains has introduced new technology and processes to reduce the incidence of employee injuries across the rail corridor, under the Enterprise Track Worker Safety Program.

The Program was one of three finalists from more than 100 submissions for the Safety Category at the Australasian Rail Industry Awards, recognising that Sydney Trains is playing its part in reducing worker risks at an industry-wide level.

A key focus of the program is to embrace technology that removes the need for people to enter the live operating railway. During 2021-22 Sydney Trains invested more than \$7 million to source, trial and introduce new technology for this purpose.

This includes 10 new drones, taking our fleet to 42, and the training of 11 certified pilots who have completed more than 900 flights resulting in a reduction of 600+ hours of working at height and 350+ hours of working in the danger zone.

Our drone fleet also played a crucial role in the whole-of-government response to extreme weather events this year, as the team recorded footage that allowed the SES and emergency services to obtain a clear picture of the flood and landslide damage.

Sydney Trains purchased 32 Blindsight units in 2021-22. This new technology uses track-mounted cameras and cameras placed on mobile plant to register the presence of people within the equipment's blind spot. As of June 30, 2022, the artificial intelligence detection accuracy is 90 per cent, far higher than the human equivalent.

There are still times when our only option is to have workers on the live railway. To provide greater protection for our workers we introduced 30 ZKL3000 short circuiting device units, 24 Signal Key Switches and 10 Automatic Track Warning System units. Once tested and fully operational this equipment will reduce the time taken to safely access the railway by 50 per cent, giving our teams more safe time on track.

In an outstanding staff initiative, a Sydney Trains employee developed and introduced an iOS application for mobile devices which will allow accurate geo-spatially verified location of assets on our network.

The Track Augmented Reality View Application ensures people are in the right place when setting up their site and undertaking work. As of the end of June 2022 approximately 75 per cent of over 2,200 turnouts had been verified by the app for track asset data and GPS accuracy, allowing high reliability confirmation of track assets when used in field.

The new application was recognised with Highly Commended status in the Industry Safety Professional of the Year Award category at the 2022 RISSB Rail Safety Awards in May 2022.

Sydney Trains also purchased 130 GPS-enhanced Possession Limit Markers to enhance worker safety by ensuring the limits of the worksite are understood. This brings our total number of Possession Limit Markers to 141 units. A Possession Limit Marker is a visual light that is placed on the track at all entry and exit points of track possessions. The markers, which are accurate to +/- 5cm, provide real-time location information and alarms. Our possession limit safety initiative was recognised with 2022 RISSB Rail Safety Award for Worker Improvement Outcomes in May 2022.

Where a technology solution was not possible, we planned for people to access the railway when the trains are not running, under the Safe Access Maintenance program. In November 2021, the first successful Safe Access Maintenance trial was conducted on the South Coast. The trial resulted in track workers being able to access both tracks for 12 hours over three nights - twice the normal access arrangements - with no safety incidents and significantly improved work efficiency.

We implemented industry standard initiatives such as LiDAR and MIDT after successfully completing pilots. We have commenced implementation with several use cases identified including platforms, tunnels, ballast, track alignment, retaining wall movement, vegetation clearance and rail profile measurement. It is estimated that upon completion of the program in 2023-24, Sydney Trains will have reduced 45,000 hours of danger zone working per annum, delivering a step-change in track worker safety risk profile.

Mental health first aid training

Sydney Trains is a certified Mental Health First Aid Organisation, a title that recognises our commitment to invest in developing mental health first aid skills in our staff and embedding mental health training into our culture.

Mental Health First Aid (MHFA) courses teach people simple, practical first aid skills to help co-workers and customers who may be experiencing mental health problems. Sydney Trains completed 18 mental health courses this year, an achievement that will significantly improve mental health response across the business.

Driving diversity

Sydney Trains is committed to building an inclusive workplace that values the contribution of every employee of different gender, race, religion, cultural background, sexual preference or ability. We celebrated Harmony Day, Diwali Festival, Diversity Week, Reconciliation Day, NAIDOC Week, and many other events to build a culture that celebrates all types of diversity. This year's events were a combination of in-person and hybrid attendance as we continued to comply with COVID-19 guidelines.

While hybrid, our events still had an impact with high levels of participation. We celebrated International Women's Day in March 2022 by attending the Transport cluster event promoting the theme 'Break the Bias'. The event showcased a host of stories relayed by women across our business, and recognised the progress that has been made to 'Break the Bias'.

We delivered a week-long campaign called 'Diversity Week', showcasing and celebrating Sydney Trains' diversity and encouraging employees to complete their diversity profiles. The campaign consisted of a series of live streams and videos sharing the stories and lived experiences of several employees from diverse backgrounds of gender, Aboriginal, disability, multicultural and LGBTIQ+. Our efforts in this space have resulted in Executive sponsorship and the creation of branch specific Diversity and Inclusion plans to drive initiatives from the ground up.

We supported and celebrated several significant days such as International Day against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) and Mardi Gras. As in prior years, Central Station was decorated with decals and Sydney Trains' employees also participated in the Transport float as part of the 2022 Mardi Gras parade.

Women in leadership

The representation of women in leadership roles decreased by 4.6 per cent in 2021-22, to 23.8 per cent (104 women). Talent attraction strategies have focused on the language used and removal of non-essential criteria in job advertisements, promoting flexible work - with Transport being accredited as a Family Inclusive Workplace in 2021 - and created gender-balanced shortlists to help us focus on improving diversity and meeting our committed targets.

Women working in Science, Technology, Engineering, Mathematics and Construction (STEMC) roles

Sydney Trains continues our focus to increase the number of women in the organisation, however we saw a one per cent decrease overall, bringing the total number of women to 2,341, which is 21.7 per cent of the workforce this year, compared with 2,583, which was 22.7 per cent of the workforce last year. The decrease is largely a result of a proportion of women transferring from Sydney Trains to Transport for NSW as a result of the Corporate Functions Review.

We are committed to providing women access to roles traditionally held by men. In 2021-22, 57 per cent of Trainee Drivers and 63 per cent of Trainee Guards were female.



Enterprise Track Worker Safety (ETWS) Program showcases technology across the State.

Reconciliation at Sydney Trains

The Transport Reconciliation Action Plan (RAP) demonstrates our commitment to working towards reconciliation both within Transport and in communities across NSW. It makes a positive difference to Aboriginal and Torres Strait Islander peoples in three significant areas – relationships, respect and opportunities.

The RAP involves actions to positively drive employment, empowerment and economic development, and to enhance and develop greater cultural understanding.

Transport for NSW is currently finalising the Stretch RAP 2022-25 to be launched in late 2022. The focus of the Stretch RAP will be on community engagement, employment, economic development and connecting to country.

The NSW Public Sector has set the target representation of Aboriginal and Torres Strait Islander employees at three per cent in all non-executive salary classes by 2025. This commitment is reflected in Transport's Stretch RAP, together with a target of doubling our Aboriginal senior leaders from 22 to 44 by 2025.

We are proud to say Sydney Trains has delivered on the following:

- recognition plaque unveiling for Stolen Generations after the postponement of events during COVID-19
- development of two new Entry Level Traineeship Programs – Data and Analytics and Safety
- commencement of Project Management Trainees into roles and training
- increased representation of Aboriginal and Torres Strait Islander employees in non-executive salary classes from 2.48 per cent, 282 employees in total, to 2.70 per cent, 291 employees in total
- representation of Aboriginal and Torres Strait Islander people in senior service roles has increased from 1.5 per cent to 1.83 per cent.

We put development plans in place with our Aboriginal and Torres Strait Islander employees and have set up a strong talent pipeline.

We offered employment assistance, guidance and mentoring to all our Aboriginal and Torres Strait Islander people. Our targeted recruitment campaigns helped us to increase employment, build strong connections and steer efforts on career development and retention. The Aboriginal Peer to Peer Mentoring Program has assisted in the retention of Aboriginal staff in Sydney Trains.

Training and career development

Simulators enhance train driver training

Sydney Trains completed the rollout and handover of new depot train simulators in April 2022, allowing drivers to familiarise themselves with train routes before attempting the real journey on the network. The new simulators increase our training footage on the Sydney Train network from 16 per cent to 87 per cent.

Building careers with mentoring

Sydney Trains' new Engineering and Maintenance Connect program is a self-directed mentoring program open to everyone in Engineering and Maintenance. The program helps people at all levels to build professional connections, grow leadership and technical skills and develop business knowledge by pairing more experienced mentors, with less experienced mentees.

While it is open to everyone, the mentoring program has been particularly popular with women who make up 12 per cent of the Engineering and Maintenance workforce. At least 26 per cent of the mentors are women, and women make up 36 per cent of mentees.



Financial overview



Financial Performance Summary

Revenue and expenses

Our key performance areas are:

- to reduce the cost of operations per passenger journey
- deliver services more efficiently

For the year 2021-22, Sydney Trains received \$1,240.7 million (2020-21: \$1,586.5 million) in income, while total expenses of \$4,053.4 million (2020-21: \$3,800.3 million) were incurred in operations, depreciation and financing costs. The resulting deficit from operations, before government and other contributions was \$2,812.7 million (2020-21: \$2,213.8 million).

Government and other contributions and other comprehensive income

Government contributions towards day-to-day operations of Sydney Trains were \$2,793.4 million (2020-21: \$2,172.9 million) for the year. The government contribution towards Sydney Trains capital investment program for 2021-22 was \$20.5 million compared to \$16.4 million in 2020-21. Sydney Trains received no contribution from TAHE in 2021-22. Sydney Trains recorded a surplus from operations of \$1.1 million (2020-21: deficit of \$24.4 million). The resulting surplus for the year after impairment losses and other gains/losses was \$7.4 million (2020-21: deficit of \$26.3 million).

Other comprehensive income for the year was a surplus of \$238.5 million (2020-21: \$87.6 million). The total comprehensive income for the year was therefore a surplus of \$245.9 million (2020-21: \$61.3 million).

Transport entity cost recoveries

During 2021-22 Sydney Trains recovered \$850.1 million (2020-21: \$1,064.7 million) in services revenue from related transport entities, \$582.4 million for operational and maintenance services to related transport entities (2020-21: \$653.2 million), \$264.2 million for capital delivery activities as construction revenue (2020-21: \$407.6 million) and \$3.6 million for assigned staff to other entities (2020-21: \$3.9 million).

Total expenses (net of recoveries) were \$3,203.3 million (2020-21: \$2,735.6 million).

The recovery of costs from passengers was 10.9% in 2021-22 (2020-21: 17.6%).

Performance against budget

Sydney Trains net operating income performance was \$12.9 million favourable to budget which included an additional grant of \$229.9 million from Transport for NSW.

Maintenance expenditure

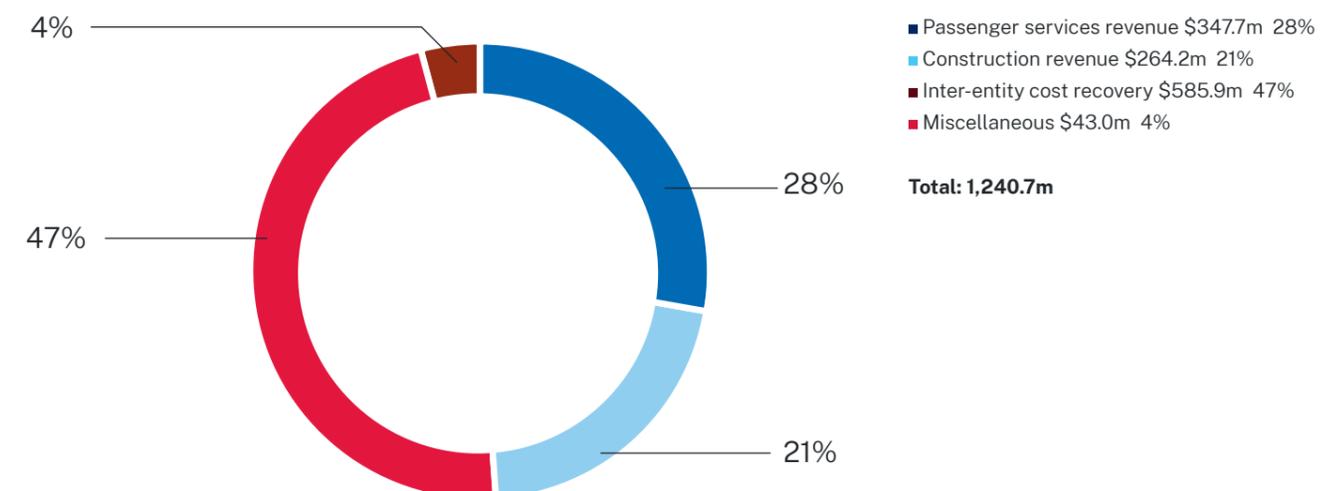
Maintenance expenditure by Sydney Trains totalled \$1,306.9 million (2020-21: \$1,467.7 million), which included \$222.5 million (2020-21: \$304.1 million) of capitalised maintenance on TAHE and Sydney Trains assets. Total maintenance undertaken includes work performed for NSW Trains' fleet, facilities and network infrastructure.

Capital Investment

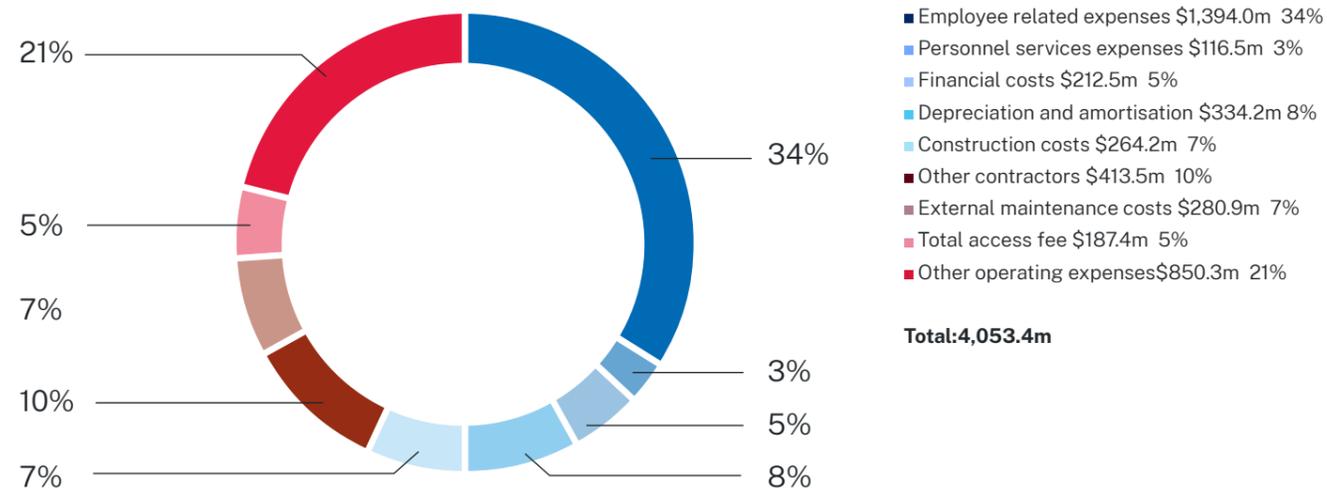
Sydney Trains including TAHE	2021-22 \$ million	2020-21 \$ million
Capital Investment		
Property, plant and equipment	4.1	1.9
Intangible assets	8.2	1.7
Capitalised Major Periodic Maintenance	16.3	14.4
Capital Investment (excl. ROU) - Sydney Trains	28.6	18.0
Right-of-use Assets	1,959.2	7.0
Total Capital Investment-Sydney Trains	1,987.8	25.0

TAHE projects delivered by Sydney Trains	2021-22	2020-21
Capitalised Major Periodic Maintenance	206.2	289.7
Other	58.0	117.9
Total TAHE projects delivered by Sydney Trains	264.2	407.6

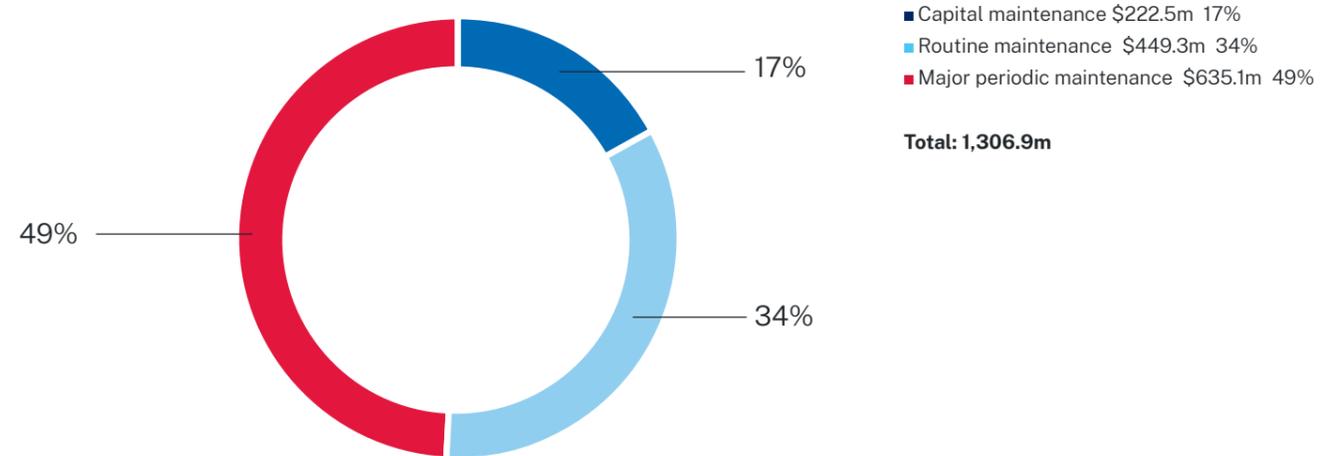
2021-22 Total income



2021-22 Total expenses



2021-22 Total maintenance



Sydney Trains financials at a glance

Table 3: Moving customers on time and reliably

	2013-14 \$ million	2014-15 \$ million	2015-16 \$ million	2016-17 \$ million	2017-18 \$ million	2018-19 \$ million	2019-20 \$ million	2020-21 \$ million	2021-22 \$ million
Passenger services revenue	745.3	712.4	721.6	779.6	852.7	904.5	722.4	480.7	347.7
Other income	1,092.5	1,124.1	1,204.8	1,248.3	1,269.7	1,157.3	1,096.9	1,105.8	893.0
Income from operating activities	1,837.8	1,836.5	1,926.4	2,027.9	2,122.4	2,061.7	1,819.3	1,586.5	1,240.7
Total expenses	3,224.0	3,371.6	3,362.9	3,531.9	3,713.8	3,778.5	3,775.1	3,800.3	4,053.4
"Deficit from operations before government contributions"	-1,386.2	-1,535.1	-1,436.5	-1,504.0	-1,591.5	-1,716.7	-1,955.8	-2,213.8	-2,812.7
Government subsidies and concessions	1,186.4	1,256.5	1,213.0	1,281.3	1,360.9	1,461.5	1,683.7	2,172.9	2,793.4
Deficit from operations before capital contribution	-199.8	-278.6	-223.5	-222.7	-230.6	-255.2	-272.1	-40.8	-19.3
Government contributions for capital expenditure	28.5	64.0	0.0	58.3	13.7	24.1	13.3	16.4	20.5
Government & other contributions	1,214.9	1,320.5	1,213.0	1,339.6	1,374.6	1,485.6	1,697.0	2,189.3	2,813.8
Deficit from continuing operations	-171.3	-214.7	-223.5	-164.4	-216.9	-231.1	-258.8	-24.4	1.1
"Impairment losses & Other gains/(losses)"	0.0	0.0	0.0	0.0	0.0	-0.1	-3.5	-1.9	6.3
Deficit for the year	-171.3	-214.7	-223.5	-164.4	-216.9	-231.2	-262.3	-26.3	7.4

Sydney Trains financials at a glance

Table 4: Cost and revenue per journey/Revenue car kilometre

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Net operating costs per revenue car kilometre* ¹	\$8.97	\$9.00	\$8.82	\$9.43	\$9.40	\$9.75	\$9.72	\$9.81	\$10.49
Net operating costs per passenger journey* ²	\$6.13	\$6.00	\$5.38	\$5.50	\$5.75	\$5.96	\$7.63	\$11.38	\$15.71
Passenger Revenue per Passenger Journey	\$2.64	\$2.44	\$2.24	\$2.29	\$2.37	\$2.40	\$2.45	\$2.47	\$2.30

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Real cost per revenue car kilometre	\$10.47	\$10.30	\$9.95	\$10.43	\$10.18	\$10.39	\$10.26	\$10.23	\$10.49
Real cost per passenger journey	\$7.16	\$6.87	\$6.07	\$6.08	\$6.23	\$6.35	\$8.04	\$11.87	\$15.71

* Net operating costs are in nominal dollars.

¹ The real cost per revenue car kilometre is \$10.47 for 2013-14, \$10.30 for 2014-15, \$9.95 for 2015-16, \$10.43 for 2016-17, \$10.18 for 2017-18, \$10.39 for 2018-19, \$10.26 for 2019-20, and \$10.23 for 2020-21. Revenue car kilometre is based on scheduled Revenue Car Kilometre

² The real cost per passenger journey is \$7.16 for 2013-14, \$6.87 for 2014-15, \$6.07 for 2015-16, \$6.08 for 2016-17, \$6.23 for 2017-18, \$6.35 for 2018-19, \$8.04 for 2019-20, and \$11.87 for 2020-21.

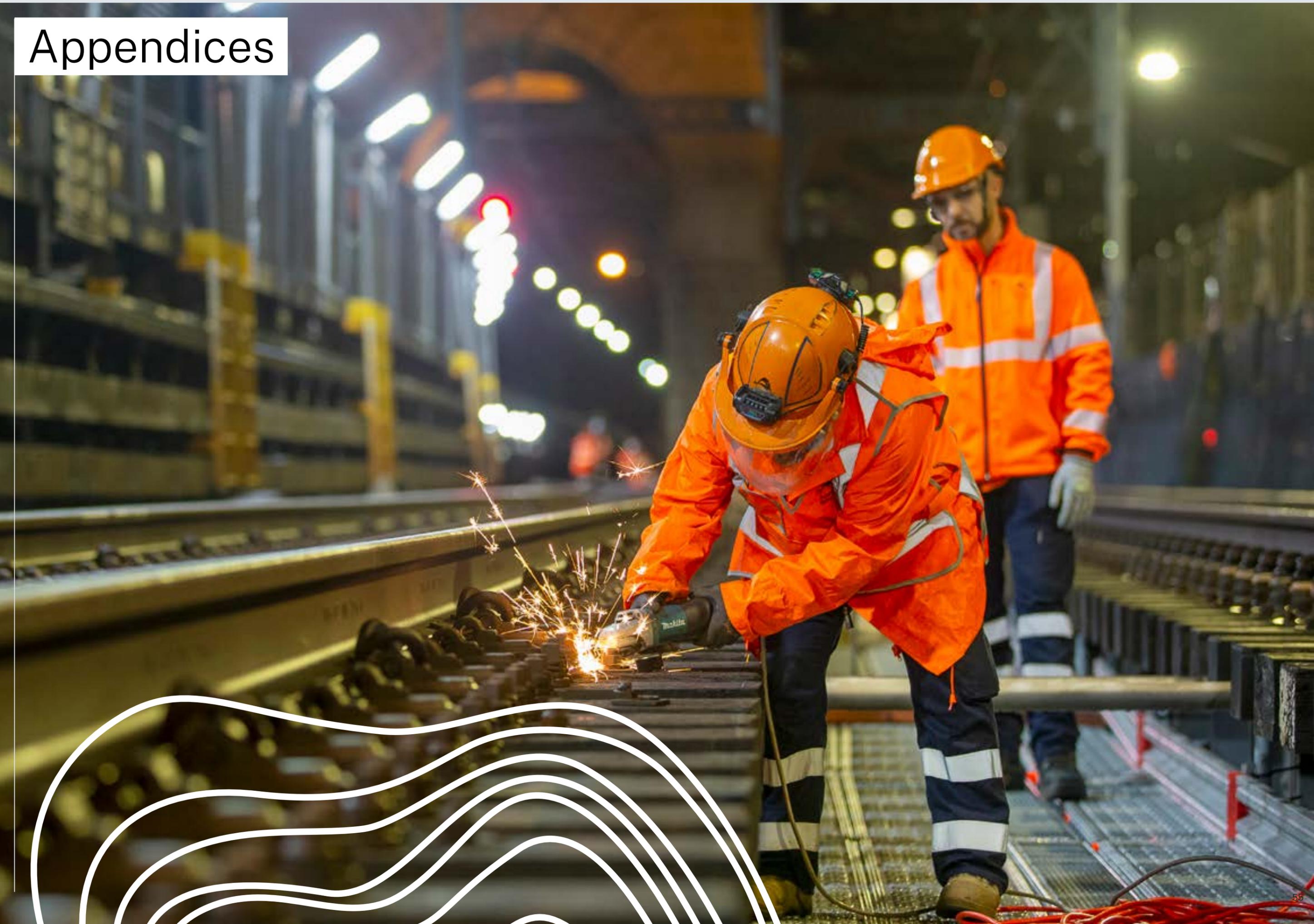
Note: Additional productivity information has been included in response to Auditor-General's Report to Parliament Identifying productivity in the public sector tabled in July 2015

Cost is calculated based on 'net operating cost'. Net operating cost is total expenses excluding capital related costs, depreciation and amortisation, the cost of construction, inter-entity cost recoveries, COVID costs, TAHE Access & License Fee and items that are not part of net operating costs.

Prior period figures have been restated on the same basis.



Appendices



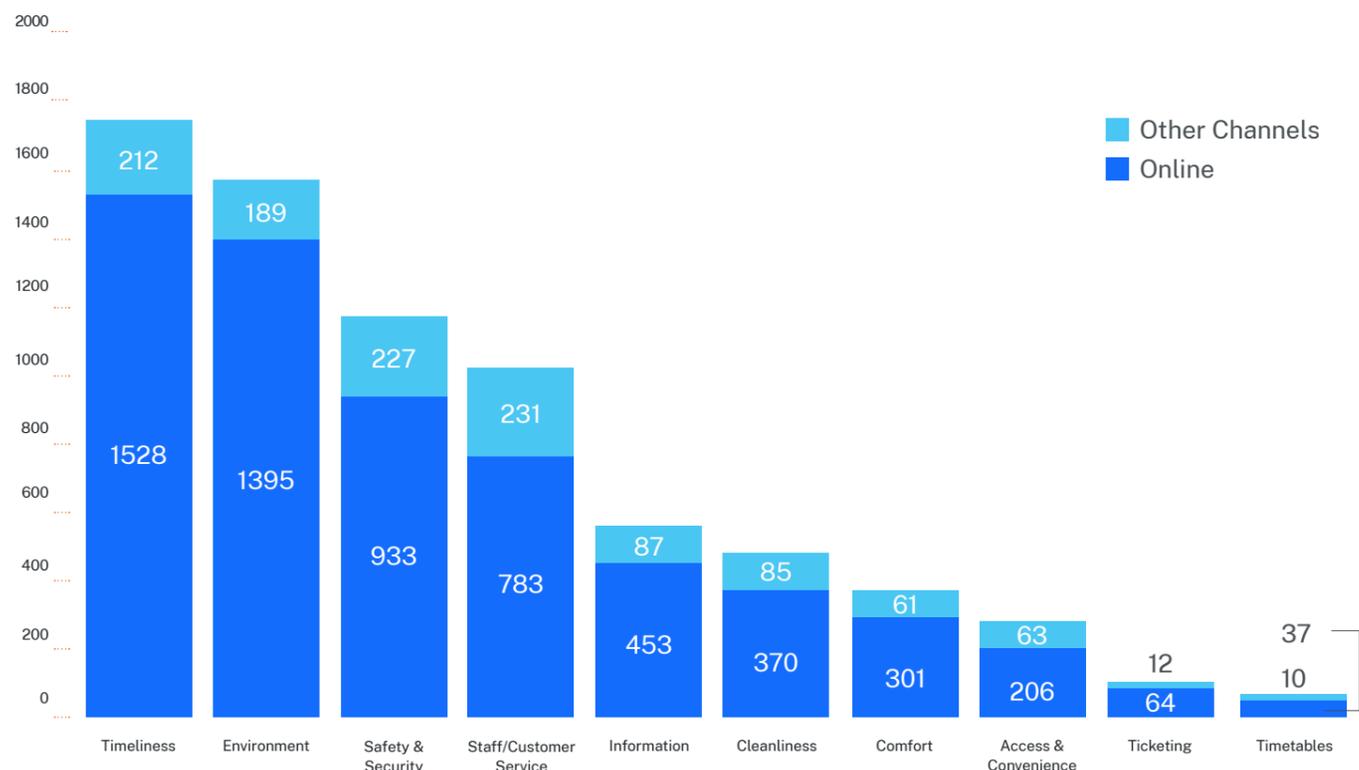
Appendix 1: Customer complaints and feedback

Sydney Trains saw a decrease in complaints of 13.7%, from 8,402 in 2020-21 to 7,248 in 2021-22. Customer complaints in 2021-22 saw reductions across all key drivers except timeliness, environment, and timetables.

The lower levels of patronage experienced since March 2020 through the COVID-19 pandemic have continued into the following financial years. Sydney Trains Opal Passenger trip levels dropped by 27.2 per cent, from 186,249,551 in 2020-21 to 135,534,702 in 2021-22. Correspondingly, customer feedback across all issue types has fallen over the course of 2021-22.

Timeliness complaints, the most significant driver of complaints, rose by 6.9 per cent against the previous year, while environment complaints, the second most significant driver of complaints, were up by 45 per cent against the previous financial year. Of those 1,585 environment complaints, 961 were lodged about noise from passenger train horns; 648 of these complaints were lodged by a small number of residents near Olympic Park Station. 'No Whistle' boards have now been installed at the tunnel entrances at the station to help reduce horn noise at this location.

Nature of top 10 complaints



Safety and security was the third-highest driver of complaints in 2021-22. There were 642 complaints, representing 53.8 per cent of the safety and security complaints, relating to the behaviour of other customers. Issues ranging from the wearing of masks and observance of social distancing to vaping/smoking on stations and trains and anti-social behaviour.

The only ticketing complaints received for Sydney Trains in 2021-22 related to infringements or cautions issued by Transport Officers.

Online feedback channels continue to increase in importance, with 6,071 complaints lodged via online channels, accounting for 83.8 per cent of all Sydney Trains complaints. Complaints from all other channels include letters received via mail, and phone calls to the 131 500 contact centre.

Ombudsman enquiries

We welcome enquires from the NSW Ombudsman as part of our commitment to continuously improve service delivery to the public.

In 2021-22, Customer Relations recorded no enquiries for Sydney Trains from the NSW Ombudsman.

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.

Sydney Trains worked to deliver on Transport's Disability Inclusion Action Plan. For achievements during 2021-22 on what we did to create more liveable communities, see page 36 for details on the station accessibility upgrades delivered.

Transport for NSW's next five-year Disability Inclusion Action Plan 2023-2028 is being developed. The new Plan 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. Sydney Trains will work with Transport for NSW to deliver on the actions that arise from the next Disability Inclusion Action Plan.

Appendix 3: Multicultural policies and services

The Sydney Trains 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.

We continued to support Transport's Multicultural Plan 2021-23. This Plan outlines the key strategies and initiatives used by Transport to deliver services to culturally and linguistically diverse communities and to build cultural competency within our organisation to ensure workforce diversity and inclusion.

Next steps include establishing a new Transport employee resource group, 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). Sydney Trains will work with Transport for NSW to deliver on the actions that arise from these plans.

For our culturally and linguistically diverse communities, **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

The *Government Information (Public Access) Act 2009* (GIPA Act) provides an open and transparent process for giving the public access to information from NSW public sector agencies and encourages the proactive public release of government information.

The Transport and Infrastructure cluster provides a wide range of services relating to the planning, programming, administration, regulation, policy and procurement of transport, transport infrastructure and freight.

As we perform these functions, we release information about current and planned transport projects and initiatives. This ranges from media releases to detailed information about contracts and projects.

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 is held	Application withdrawn
Media	3	0	0	2	0	0	0	1
Members of Parliament	0	1	0	0	0	0	0	0
Private sector business	2	1	0	0	1	0	0	1
Not-for-profit organisations or community groups	1	0	0	1	0	0	0	0
Members of the public (by legal representative)	20	1	0	7	0	1	0	0
Members of the public (other)	23	4	5	7	1	1	0	3
Total	49	7	5	17	2	2	0	5

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.

The cluster also actively considers how to be more proactive and ensure greater access to information.

The Proactive Disclosure Committee has representatives from agencies in the Transport and Infrastructure cluster. The committee has quarterly meetings to discuss categories of information which can be considered for proactive release and to update the proactive disclosure program. Transport proactively releases information about cluster functions and services through its website at www.transport.nsw.gov.au.

Number of access applications received

During the year, Sydney Trains received 78 access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information

In 2021-22 we refused access to information in two access applications because the requested information was information referred to in Schedule 1 of the GIPA Act.

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 is held	Application withdrawn
Personal information applications	3	0	0	0	0	0	0	0
Applications (other than personal information applications)	24	6	2	11	2	0	0	3
Applications that are personal information applications and other applications	22	1	3	6	0	2	0	2
Total	49	7	5	17	2	2	0	5

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)	9
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	9
Invalid applications that subsequently became valid applications	7

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	0
Legal professional privilege	2
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	5
Law enforcement and security	2
Individual rights, judicial processes, and natural justice	7
Business interests of agencies and other persons	1
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)	81
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	81

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

	Decisions varied	Decisions upheld	Total
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	1	1
Total	0	1	1

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	1
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 for NSW has published a Privacy Management Plan on its website which also applies to Sydney Trains.

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 Sydney Trains 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, Transport provided advice to Sydney Trains on privacy compliance and best practice.

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

Appendix 6: Legal change

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

Significant Judicial Decisions affecting the Agency or users of its services

Sydney Trains v Andrew Bobrenitsky [2022] FWCFB 32

The Full Bench of the Fair Work Commission overturned the reinstatement of a train driver who was dismissed after he divulged that he had been charged for high-range drink driving, after finding that the Commission in the first instance failed to properly consider the connection between the employee's out-of-hours conduct and his safety-critical job.

The employee reported for duty less than 24 hours after his arrest for recording a blood alcohol level of 0.206, more than four times the legal limit, while off-duty. While he started his shift almost 21 hours after the arrest, he took no steps to determine whether there was any residual alcohol in his system and simply relied on his own judgement when he had an obligation to self-report any concerns about his fitness for duty. The driver had tested positive to alcohol in the workplace on two prior occasions in 2009 and 2011.

This conduct was held to be inconsistent with the inherent requirements of his job as a train driver to be fit to safely drive a train.

The Full Bench noted that the Commission failed to take into account the evidence of the driver's conduct following his previous incidents, which showed that after the 2009 episode he participated in rehabilitation only because this was required of him by Sydney Trains, that he had vowed to be abstinent after the 2011 positive test and that after the recent criminal charges, he only engaged in rehabilitation for three months.

The Full Bench said that when the Commission found Sydney Trains had no valid reason, it misapplied the principles on the connection between out-of-hours conduct and employment and made significant errors of fact. Further, it had incorrectly applied the principles in *Rose v Telstra* on the connection between out-of-hours conduct and employment.

Appendix 7: Environment protection and biodiversity

We are committed to publishing activities assessed as likely to have a significant impact on nationally-listed threatened species and ecological communities, and which are being undertaken in accordance with the environmental assessment and decision making processes specified by Transport for NSW.

During the reporting period, in relation to its Network Operations (EPL12208) Sydney Trains received a Show Cause letter from the NSW Environment Protection Authority (EPA) alleging breaches for not performing appropriate and adequate rail head maintenance practices on the North Shore line in the Waverton and Wollstonecraft area, which contribute to adverse train noise emissions.

A response to the Show Cause letter outlining Sydney Trains' position and track maintenance commitments was submitted. However, on 10 November, the EPA issued a Penalty Infringement Notice (PIN), a \$15,000 fine, for failure to maintain the track in the Waverton and Wollstonecraft area in a proper and efficient manner.

Sydney Trains has undertaken a range of track maintenance activities and mitigation measures to improve the noise performance of the area to address the matters raised by the EPA in the Show Cause Notice and the PIN.

Sydney Trains did not receive any penalty infringement notices, formal warning letters, clean-up or prevention notices from the EPA for the Chullora Ballast Recycling Centre (EPL 7515) or the Bombo Quarry (EPL 79).

Appendix 8: Research and development

Activity	Status	Partners and collaborators
<p>Energy Dissipation Resistor (EDR) Replacement Project</p> <p>Sydney Trains is evaluating technologies to replace the existing life expired EDR's. The research and evaluation aims at optimising capture of regenerated energy from train braking for reuse, in order to reduce maintenance costs and power consumption.</p> <p>The Enotrac Report recommended Traction Inverter technology as the most suitable to replace the EDR's. During 2021-22, Sydney Trains (ESI Electrical/AMD Electrical) have held discussions with Transport for NSW Sustainability to determine funding of projects to design, type approve and implement this solution. Separately, there have been ongoing discussions with Transport for NSW Asset Management Branch regarding the development of an engineering standard.</p>	Ongoing	Enotrac Engineering

Appendix 9: Governance framework

We are committed to the principles and practices of good corporate governance and ensuring such principles are integral to the activities and internal processes of Sydney Trains.

The affairs of Sydney Trains are managed and controlled by the Chief Executive and any directions of the Transport Secretary. The Chief Executive is supported by an Executive Leadership Team and an executive committee governance structure that provides advice and direction about strategic planning, performance and implementation of Sydney Trains' Corporate Plan.

The Executive Leadership Team Committee is a formal governance body that aims to assist the Chief Executive and Executive Directors with advice and direction in relation to the management of Sydney Trains. The committee considers both strategic initiatives and business performance.

The Executive Leadership Team Committee is supported by five sub-committees.



Appendix 10: Audit and risk management

Fraud and corruption prevention

A Fraud and Corruption Control Framework and related plans are in place to prevent, detect and respond to fraud and corruption. Sydney Trains has a misconduct reporting policy and actively supports those who report suspicions of corruption, maladministration, serious and substantial waste of public resources or a breach of the Government Information (Public Access) Act 2009. Further information on public interest disclosures is in Appendix 13.

Audit and Risk Management

Effective risk management is fundamental to the success of Sydney Trains. We are committed to implementing proactive risk management strategies to improve our performance and ensure we meet our objectives safely and efficiently.

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 assistance to the Chief Executive by monitoring, reviewing and providing advice about the agency's governance processes, risk management and control frameworks, internal and external audits, corruption prevention, and its external accountability obligations.

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

Our Enterprise Risk Management Framework establishes a consistent approach to identifying, reviewing, assessing, evaluating, managing and communicating risks.

Risk management is integrated into our strategic, business, safety and project planning processes. Risks are proactively identified, and appropriate controls are put in place to reduce exposure to threats and to maximise opportunities.

Internal Audit

Internal Audit provides independent assurance to the Chief Executive about the effectiveness of controls to manage priority risk areas. The Chief Audit Executive oversees the internal audit function and is jointly accountable to the Audit and Risk Committee and the Chief Executive.

Sydney Trains



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

Our reference: DSYP2022/152005

29 August 2022

Dear Ms Curtin

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

Please find attached the Sydney 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 Sydney 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

Nev Nichols
Acting Chief Executive

Sydney Trains



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

I, Nev Nichols, am of the opinion that Sydney 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

Sydney Trains



Membership of the Sydney Trains Audit and Risk Committee*

Title	Name	Term Commenced	Term Finished
Independent Chair	Peter Mayers	1 October 2018	30 November 2021
Independent Member	Felicity Barr	1 October 2013	30 September 2021
Independent Member	George Sutton	1 January 2021	30 November 2021
Independent Member	Jennifer Palmer	1 September 2021	30 November 2021

* The Sydney 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 Sydney 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, Nev Nichols, advise that Sydney 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
- NSW 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.

Sydney Trains

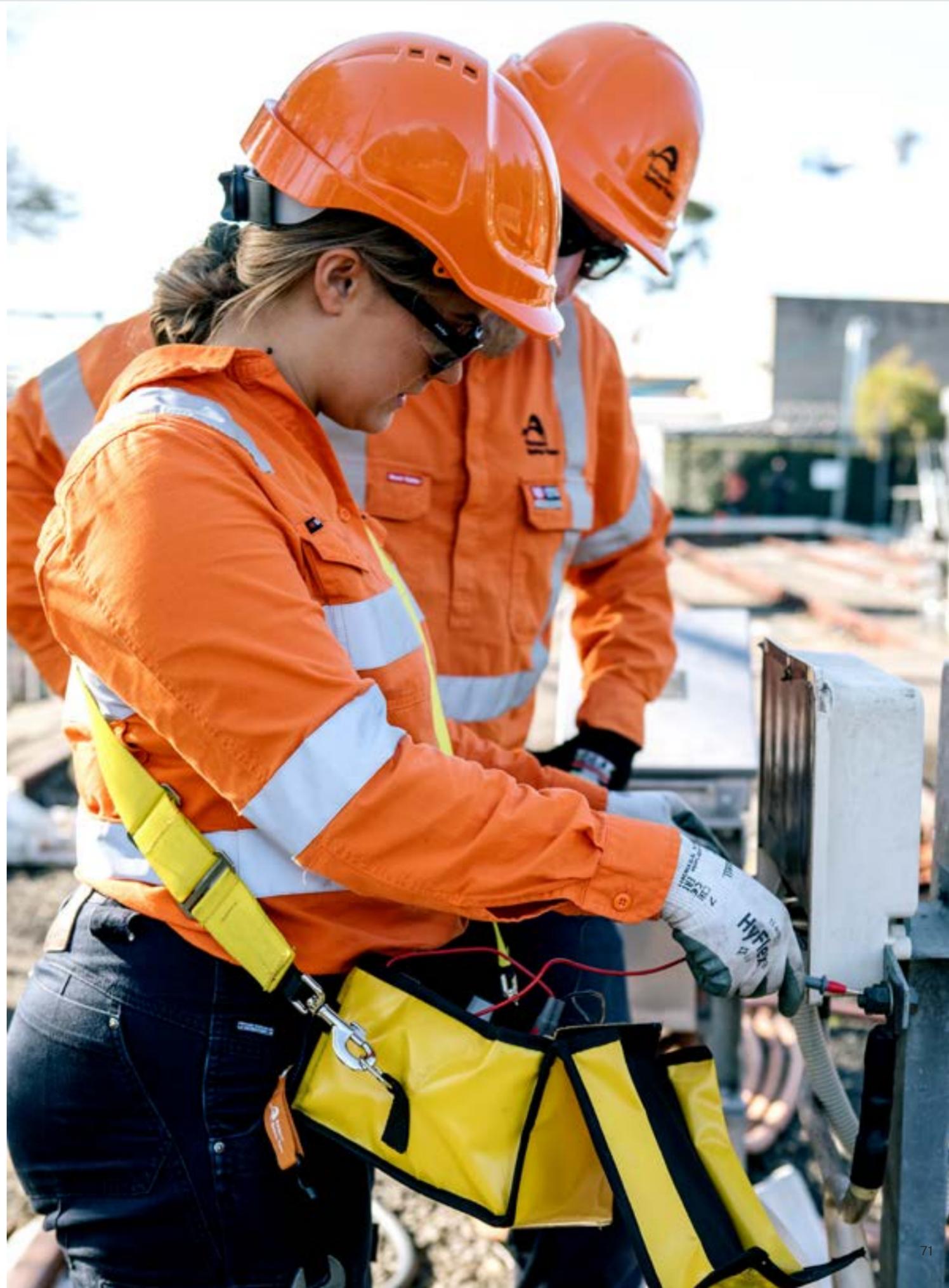


These processes demonstrate that Sydney Trains has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within Sydney Trains.

Nev Nichols
Acting Chief Executive
Sydney Trains

Date: 29/08/2022

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



Appendix 11: NSW Cyber Security Policy attestation statement

Sydney Trains



Cyber Security Attestation Statement for the FY2021-22 Financial Year for Sydney Trains

I, Matthew Longland, am of the opinion that Sydney Trains has managed cybersecurity risks in a manner consistent with NSW Government Cyber Security Policy.

Cyber security is an evolving landscape that requires an ongoing program of work. Sydney Trains has various relevant programs of work including participating in Transport for NSW sponsored programs.

Sydney Trains has identified its critical assets, the security-related risks, and has an ongoing program of work to manage security-related risks.

Sydney Trains manages its cyber security risks using an enterprise framework and continues to improve the management of its cyber risks. An executive governance forum is in place which is supported by steering committees and subject matter experts to manage the cyber-security maturity and cyber initiatives across Sydney Trains.

Sydney Trains has a cyber incident response plan that undergoes regular updates and is tested annually. Sydney Trains has Information and Cyber Security Management Systems ("ISMS/CSMS") in place and is committed to maturing cyber security controls.

This attestation covers the following agencies: Sydney Trains.

Matthew Longland
Chief Executive

31 August 2022

Appendix 12: Insurance

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

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

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 Sydney Trains must provide a certificate of insurance currency.

Appendix 13: Public interest disclosure

Public Interest Disclosures Act

During the year, we took steps to ensure our staff and contractors were aware of the Public Interest Disclosures Act 1994 (PID Act) and our internal reporting policies and procedures.

The Misconduct Reporting Policy, Misconduct Reporting Procedure, internal reporting hotlines, Nominated Disclosure Officer details and the Code of Conduct are all located on Transport for NSW's intranet. This includes information on the significance and purpose of the PID Act.

Transport for NSW provides face-to-face training sessions for staff and maintains a fraud and corruption e-learning module (mandatory for all new starters) about public interest disclosures and our Misconduct Reporting Policy.

Public Interest Disclosures for Sydney Trains for 2021-22

Information requested	Number
Number of public officials who have made public interest disclosures to Sydney Trains	10
Public interest disclosures made by public officials in performing their day-to-day functions	1
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures	10
Number of public interest disclosures received by category:	
Corrupt conduct	10
Maladministration	0
Serious and substantial waste of public money or local government money	1
Government information contraventions	0
Local government pecuniary interest contraventions	0
Number of public interest disclosures received	11
Number of public interest disclosures finalised	20

Appendix 14: Funds granted to non-government community organisations

Funds granted to non-government community organisations

Sydney Trains did not pay any grants to non-government community organisations in 2021-22.

Appendix 15: Payments to consultants

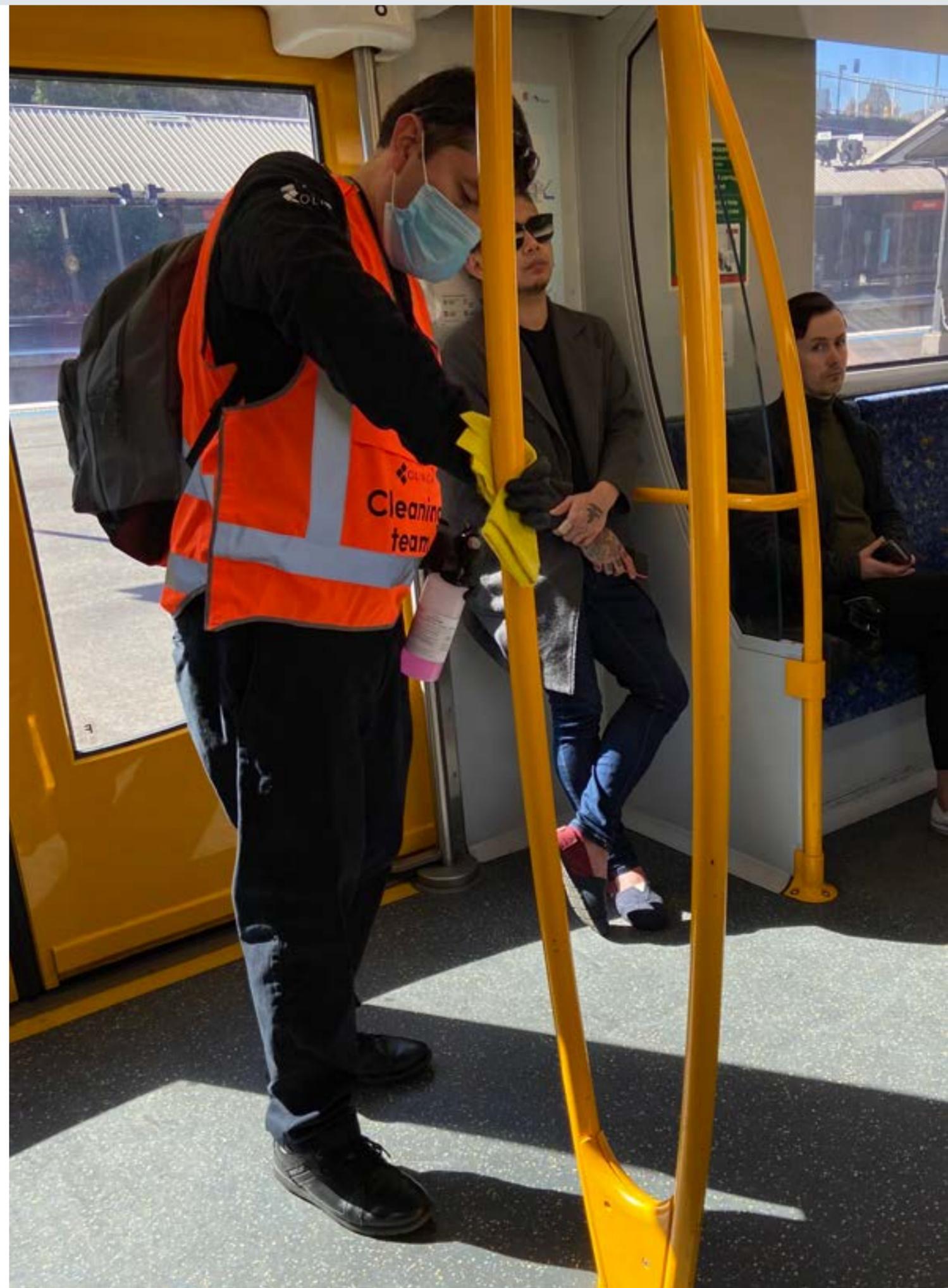
NSW Government agencies engage consultants to provide professional advice to inform their decision making. Following a co-designed approach encompassing all NSW Government agencies, the NSW Procurement Board released a standard definition for consultants to be used by all NSW Government agencies.

The Transport and Infrastructure cluster has committed to align with the published definition of a consultant across all procurement spending for annual report purposes.

The following tables outline the amounts paid to consultants in 2021-22.

Contracts of \$50,000 and over

Consultant	Category	Project	Total actual cost (\$)
PriceWaterhouseCoopers	Technology & Professional Services	Advice on organisational strategy	\$748,250
KPMG	Management Services	Fraud and correction risk assessment	\$175,984
Deloitte	Management Services	Development of capability framework and initial employment training review	\$148,000
KPMG	Technology & Professional Services	Development of strategic business plans including proposed operating model options	\$142,133
Deloitte	Technology & Professional Services	Strategic advice on rationalisation of technology systems	\$115,641
Smart People Pty Ltd	Management Services	Development of a competency management program	\$84,000
KPMG	Technology & Professional Services	Development of strategic business plans including proposed operating model options	\$77,992
Altura Partners Pty Ltd	Management Services	Undertake financial sustainability review	\$66,500
Total contracts of \$50,000 or more (8 Contracts)			\$1,558,500
Total contracts of less than \$50,000 (5 contracts)			\$58,102
Total expenditure for 2021-22			\$1,616,602



Appendix 16: Payment of accounts

Outstanding invoices by age at the end of each quarter

Quarter	Current (i.e., within due date)	Less than 31 days overdue	Between 31 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
Suppliers (exclude credit payments) \$ millions					
September	43.06	0.51	0.14	0.17	0.02
December	21.7	1.68	0.24	0.06	0.25
March	42.16	0.45	0.06	0.06	0.32
June	48.08	1.52	0.05	0	0.01
Small business suppliers (exclude credit payments) \$ millions					
September	0.14	0.02	0.04	0.05	0
December	0.2	1.13	0	0.01	0.11
March	0.23	0	0	0	0.1
June	0.59	0.39	0.04	0	0.01

Notes: In addition to AP GL we have included adjustments of \$10.693M for Q4 calculation

Accounts paid on time within each quarter:

Quarter	September	December	March	June
All suppliers				
Number of accounts due for payment	29,575	21,147	22,525	26,212
Number of accounts paid on time	29,537	21,138	22,469	26,173
Actual percentage of accounts paid on time (based on number of accounts)	99.87%	99.96%	99.75%	99.85%
Dollar amount of accounts due for payment (\$ million)	993.06	520.78	479.32	728.35
Dollar amount of accounts paid on time (\$ million)	993	520.73	479.08	727.97
Actual percentage of accounts paid on time (based on \$)	99.99%	99.99%	99.95%	99.95%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$ million)	-	-	-	-
Small business suppliers				

Quarter	September	December	March	June
Number of accounts due for payment to small businesses	1,635	1,211	1,393	1,888
Number of accounts due to small businesses paid on time	1,634	1,210	1,383	1,888
Actual percentage of small business accounts paid on time (based on number of accounts)	99.94%	99.92%	99.28%	100.00%
Dollar amount of accounts due for payment to small businesses (\$ million)	21.64	19.1	21.98	35.08
Dollar amount of accounts due to small businesses paid on time (\$ million)	21.64	19.06	21.94	35.08
Actual percentage of small business accounts paid on time (based on \$)	100.00%	99.82%	99.82%	100.00%

Accounts paid on time within each quarter:

Quarter	September	December	March	June
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

Sydney Trains 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

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

Appendix 20: Overseas travel

Overseas visits by Sydney Trains employees

Officer	Destination	Purpose
Director Program Delivery	Birmingham, England	To inspect tram repair production arrangements in Transport for West Midland's facility, to learn from their approach and experience in repairing the Construcciones y Auxiliar de Ferrocarriles (CAF) Urbos light rail vehicles.
Senior Project Manager	Birmingham, England	To inspect tram repair production arrangements in Transport for West Midland's facility, to learn from their approach and experience in repairing the Construcciones y Auxiliar de Ferrocarriles (CAF) Urbos light rail vehicles.

Both trips were paid for by Transport for NSW.

Appendix 21: Work health and safety performance

Statement setting out work health and safety performance

Sydney Trains health and safety responsibilities are managed through our Safety Management System which meets our obligation under the *Work Health and Safety Act 2011*. In addition, we provide comprehensive health and wellness programs for our people throughout the year.

Sydney Trains is a licensed self-insurer for worker's compensation held under the *Workers Compensation Act 1987 (NSW)*. Claims management and return to work services were provided by Transport for NSW.

In accordance with the provisions of section 38 of the *Work Health and Safety Act 2011*, Sydney Trains reported 32 incidents to SafeWork NSW during the year. These incidents included:

- seven fatalities as a confirmed or likely consequence of intention to self-harm
- six fatalities as a consequence of misadventure, health condition or self-induced causes such as drug overdose
- three incidents involving serious injuries to a worker.

Sydney Trains incurred no SafeWork NSW prosecutions under the *Work Health and Safety Act 2011* in 2021-22.

Work health and safety performance

Performance indicator	2020-21	2021-22
Notifiable incidents to SafeWork NSW	43	32
Total Recordable injury due to workplace-related injuries or illness	259	268
TRIFR (per one million hours)	11.2	12.1
Compensable workplace injuries	413	722*
Total claim costs (\$millions)	7.80	12.95
Prosecutions under WHS Act	0	0
Safety Leadership Visits	1,284	980**

* COVID Presumptive Liability Act commenced 14 May 2020

** Decrease during 2021-22 is due to a reduction in the number of L2 and L3 managers following the Transport for NSW Corporate Functions Review.



Appendix 22: Executive and employee remuneration

Our Executive Management as at 30 June 2022

Name	Position	Periods position held	Qualifications
Matthew Longland	Chief Executive	14 Jun 2021 – 30 Jun 2022	Masters of Business Administration (Executive) Graduate Diploma, Urban and Regional Planning Bachelor of Built Environment, Urban and Regional Planning
Louisa Dear	Director Office of the Chief Executive	15 Nov 2021 – 30 Jun 2022	Master of Social Change and Development Bachelor of Communication, Journalism
Hayden Donoghue	Executive Director Train Crewing	15 Feb 2018 – 30 Jun 2022	Bachelor of Business (Agribusiness) Masters of Business Administration Graduate Certificate Supply Chain and Logistics
Nev Nichols	Executive Director Engineering and Maintenance	25 Aug 2021 – 30 Jun 2022	Bachelor of Science Technology (Hons) Post Graduate Diploma Management Fellow of the Institute of Engineering and Technology Fellow of the Institute of Railway Signal Engineers Member Australian Institute of Company Directors
David Callahan	Executive Director Strategy, Portfolio and Investment	18 May 2020 – 30 Jun 2022	Masters of Business Administration Bachelor of Social Science Graduate Australian Institute of Company Directors Executive Fellow Program Australia and New Zealand School of Government Harvard Business School, Strategy Execution

Name	Position	Periods position held	Qualifications
Chadi Chalhoub	Executive Director Safety, Environment, Quality and Risk	27 Sep 2021 – 30 Jun 2022	Masters of Business Administration (Executive) Bachelor of Applied Science Graduate of Australian Institute of Company Directors Fellow of Cultural Diversity and Leadership
Neil Hazlewood	Acting Executive Director Finance and Commercial	5 Jul 2021 – 30 Jun 2022	Bachelor of Economics Certified Practising Accountant Fellow of the Governance Institute of Australia

Number and remuneration of senior executives

In 2021-22, the percentage of total employee-related expenditure relating to senior executives was 3.4 per cent compared to 2.0 per cent in 2020-21.

Remuneration of senior executives

Transport Senior Service Level	Female	Male	Total	Average total remuneration package
TSSE Band 3				
2021-22	0	1	1	\$522,750
2020-21	1	1	2	\$530,000
2019-20	2	0	2	\$469,000
2018-19	0	2	2	\$586,814
TSSE Band 2				
2021-22	4	13	17	\$362,956
2020-21	3	15	18	\$353,322
2019-20	4	19	23	\$367,904
2018-19	3	20	23	\$369,572
TSSE Band 1				
2021-22	26	84	110	\$251,945
2020-21	36	100	136	\$253,079
2019-20	35	102	137	\$258,281
2018-19	31	89	120	\$254,384
2021-22 total	30	98	128	
2020-21 total	40	116	156	-
2019-20 total	41	121	162	-
2018-19 total	34	111	145	-

Total employee headcount by salary band

Annual salary	2018-19 total count			2019-20 total count*			2020-21 total count*			2021-22 total count*		
	F	M	Total	F	M	Total	F	M	Total	F	M	Total
<\$50,000	179	426	605	23	50	73	31	77	108	25	94	119
\$50,001 - \$75,000	970	3,533	4,503	1,041	2,881	3,922	1,054	2,804	3,858	1,038	2,689	3,736
\$75,001 - \$100,000	370	2,228	2,598	510	3,029	3,539	599	3,054	3,653	609	2,990	3,599
\$100,001 - \$125,000	266	955	1,221	296	1,000	1,296	320	1,036	1,356	202	623	825
\$125,001 - \$150,000	271	1,041	1,312	265	931	1,196	262	896	1,158	271	1,227	1,498
>\$150,000	93	307	400	253	765	1,018	276	812	1,088	196	795	991
Total	2,149	8,490	10,639	2,388	8,656	11,044	2,542	8,679	11,221	2,341	8,427	10,768

*inclusive of industry allowance

Appendix 23: Workforce diversity

Information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements. During 2021-22, steady progress was made towards achieving inclusion and diversity targets.

Initiatives continued to further improve the integrity of employee diversity data and understand the cluster workforce, and to provide visible signs and symbols of inclusion, so our people and the community we serve see us as an inclusive employer.

Representation of workforce diversity groups

Workforce diversity group	Benchmark	2020	2021	2022
Women	50%	21.7%	22.7%	21.7%
Aboriginal and/or Torres Strait Islander People	3.3%	2.1%	2.5%	2.7%
People whose First Language Spoken as a Child was not English	23.2%	4.4%	5.4%	4.9%
People with Disability	5.6%	1.7%	1.8%	1.8%
People with Disability Requiring Work-Related Adjustment	N/A	0.0%	0.0%	0.0%

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.

Appendix 24: Workforce relations and policy

Industrial relations policies and practices

Sydney Trains' Enterprise Agreement 2018 and NSW Trains ("NSW TrainLink") Enterprise Agreement nominally expired on 1 May 2021. Bargaining for a new Enterprise Agreement is ongoing.

Sydney Trains and NSW TrainLink are committed to working collaboratively and respectfully with employee and union representatives to secure the best outcome for both employees and the business.

Personnel policies and practices

Amendments were made to the Prescription Eyewear Procedure to enable employees to choose an upfront or reimbursement payment method.

A further 15 procedures had minor updates due to organisational restructure.

Participation in industrial action

During the year the Combined Rail Unions took significant protected industrial action under the Fair Work Act 2009 in connection with enterprise bargaining which has impacted on customers and caused delays to the delivery of major works including the Sydney Metro.

Other industrial action occurred during the year including bans and limitations on performing a range of activities and duties across the network, including operating specific train sets.

Appendix 25: Disclosure of controlled entities and subsidiaries

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

Annual reporting compliance checklist

Requirement	Description	Section
Letter of Submission	<ul style="list-style-type: none"> Stating report submitted to Minister for presentation to Parliament Provisions under which report prepared If applicable, length of lateness in submitting report and reasons If no application for extension, reasons for lateness and lack of application To 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 established Principal legislation under which statutory body operates 	About this report
Aims and objectives	<ul style="list-style-type: none"> What statutory body sets out to do Range of services provided Clientele/community served 	About Sydney Trains
Access	<ul style="list-style-type: none"> Address of principal office/s Telephone number of principal office/s Business and service hours 	Inside front cover
Management and structure	<ul style="list-style-type: none"> Names of members and their qualifications Method and term of appointment of board members Frequency of meetings and members' attendance at meetings Names, offices and qualifications of senior officers Organisation chart indicating functional responsibilities 	About Sydney Trains Appendix 22: Executive and employee remuneration
Summary review of operations	<ul style="list-style-type: none"> Narrative summary of significant operations Financial and other quantitative information for programs or operations 	About Sydney Trains
Funds granted to non-government community organisations	<ul style="list-style-type: none"> Name of recipient organisation Amount of grant Program area as per Budget paper Program 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 legislation Significant judicial decisions affecting agency or users of its services 	Appendix 6: 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 activities If practicable, qualitative and quantitative performance measures showing efficiency and effectiveness Nature and extent of internal and external performance reviews conducted and resulting improvements in achievements Benefits from mgt. and strategy reviews Management improvement plans and achievements reaching previous targets Major problems and issues which arose Major 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 allocated Unless will adversely affect business 	Appendix 8: Research and development
Human resources	<ul style="list-style-type: none"> Number of officers and employees by category and compared to prior three years Exceptional movements in wages, salaries or allowances Personnel policies and practices Industrial relations policies and practices 	Appendix 22: Executive and employee remuneration Appendix 24: Workforce relations and policy
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 consultant Title of project (shown in a way that identifies the nature of the work) Actual costs For engagements costing less than \$50,000: <ul style="list-style-type: none"> Total number of engagements Total cost Or 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 Commission Additionally, 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 23: Workforce diversity
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

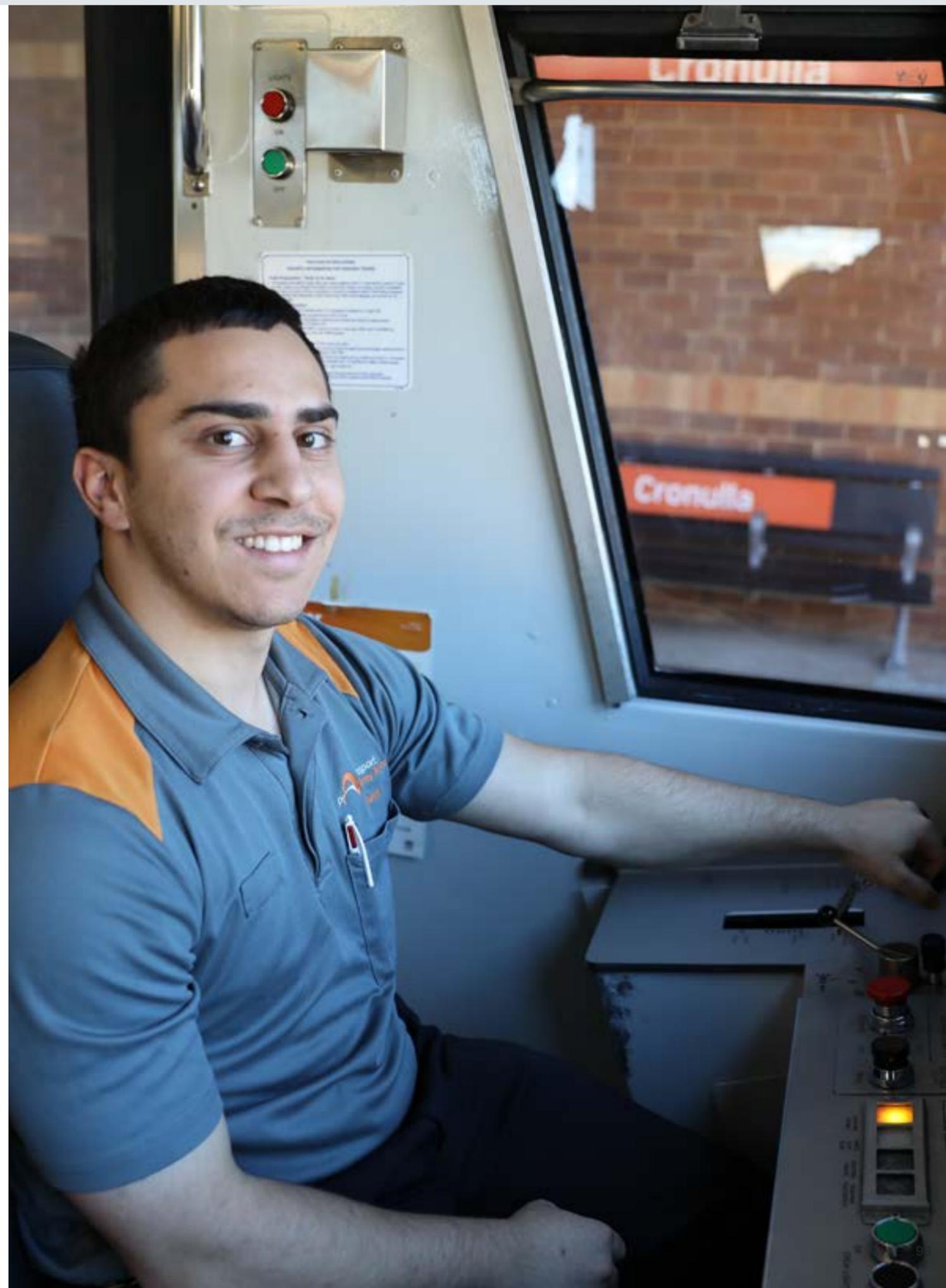
Requirement	Description	Section
Land Disposal	<ul style="list-style-type: none"> If value greater than \$5,000,000 and not sold by public auction or tender <ul style="list-style-type: none"> list of properties for each case, name of person who acquired the property and proceeds Details of family or business association between purchaser and person responsible for approving disposal Reasons for the disposal Purpose/s for which proceeds were used Statement 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 complaints Services improved/changed in response to complaints/suggestions 	Appendix 1: Customer complaints and feedback
Payment of Accounts	<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+ \$ amounts Target %, actual % and \$ for on time Total 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 payment Number of accounts paid on time Actual percentage of accounts paid on time (based on number of accounts) Dollar amount of accounts due for payment Dollar amount of accounts paid on time Actual percentage of accounts paid on time (based on dollar amount of accounts) Number of payments for interest on overdue accounts Interest paid on late accounts Commentary on problems affecting prompt processing of payments during the year and on initiatives implemented to improve payment performance 	Appendix 16: Payment of accounts

Requirement	Description	Section
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	<p>The governing board, or in the absence of a governing board, the Chief Executive Officer, must:</p> <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, and ensure 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
Disclosure of Controlled Entities	<ul style="list-style-type: none"> For each controlled entity: <ul style="list-style-type: none"> Name, objectives, operations, activities Performance targets and actual performance measures 	Appendix 25: 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 totals Include detailed statement of objectives, activities and operations of each subsidiary, performance targets and measures and accounts; and Include description of nature and extent of involvement in any other companies, joint ventures, partnerships, trusts or other such associations (whether or not incorporated) 	Appendix 25: 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 year Progress in implementing the statutory body's multicultural policies and service plan Information 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

Requirement	Description	Section
Work Health and Safety (WHS)	<ul style="list-style-type: none"> Statement setting out WHS performance Details 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 approved Adjustments to first budget approved Outline budget for following year 	Financial overview
Financial Statements	<ul style="list-style-type: none"> Inclusion of Financial Statements Controlled Entities' Financial statements Audit Opinion on Financial Statements Response 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) Volume 2 (Audited financial statements)
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 operations Other operations Clientele/community served Total external costs (such as fees for consultants and printing costs) incurred in the production of the report. The 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 facilities Choice of comparison based on nature and term of underlying liability Stated in terms of annual compound percentage rate of return 	Appendix 17: Investment performance

Requirement	Description	Section
Liability management performance	<ul style="list-style-type: none"> Only if debt is greater than \$20m In the form of a comparison, details of agency's liability portfolio performance versus benchmark Benchmark 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 year Average 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 year The 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 year The 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
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; or Reasons 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 review Total 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 disclosure Statistical information as described in Sch 2 Each 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

Requirement	Description	Section
Cyber Security Policy (CSP) attestation	<ul style="list-style-type: none"> • https://www.digital.nsw.gov.au/policy/cyber-security-policy <p>Governing boards of statutory bodies must include an annual report attestation statement addressing the following:</p> <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, and • what the agency is doing to continuously improve the management of cyber security governance and resilience • See 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 Cyber Security Policy attestation statement
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 officials • PIDs not covered above that are made under a statutory or other legal obligation • All 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 authority • Number 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 conduct - maladministration. - serious and substantial waste of public or local government money - government information contraventions • local government pecuniary interest contraventions • Number of PIDs finalised • Whether the public authority has a PID policy in place • Actions 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	<ul style="list-style-type: none"> • Additional requirements, where statutory body receives personnel services from a Department or special purpose service entity -- refer section 4 of TC15-07. 	Not applicable



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