NSW TrainLink Annual Report

Volume 1

2022–23

transport.nsw.gov.au

NSW GOVERNMENT

NSW Trains
(trading as NSW TrainLink)

Administration Building
4 Lowden Square
Wollongong NSW 2500

Monday to Friday
8.30 am to 5.30 pm
Ph: (02) 8202 2200
transportnsw.info
or call 131 500
(Between 6.00 am and 10.00 pm,
7 days a week)

Follow us on Twitter
@TrainLinkNorth
@TrainLinkSouth
@TrainLinkWest

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

This Annual Report can be accessed on the Transport for NSW website: **transport.nsw.gov.au**.

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Acknowledgement of Country

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

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

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

Acknowledging the past and committing to improve outcomes for Aboriginal peoples means we take responsibility for the impact that Transport can have by connecting Aboriginal people safely to the economy and socially.

We will be guided by Aboriginal people when developing transport solutions.

Front cover: XPT Explorer train passing over a bridge in regional NSW

Letter to the Ministers

The Hon. Jo Haylen MP, Minister for Transport
The Hon. Jennifer Aitchison MP, Minister for Regional Transport and Roads
The Hon. John Graham MLC, Minister for Roads

Parliament House

Macquarie Street, Sydney NSW 2000

Dear Ministers

I am pleased to submit for presentation to Parliament the Annual Report for NSW Trains for the financial year ended 30 June 2023.

The Annual Report has been prepared in accordance with Part 7 of the *Government Sector Finance Act 2018*.

Yours sincerely

Dale Merrick
Acting Chief Executive
NSW Trains

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From the Chief Executive

Over the past 18 months, the regional communities of NSW had their mettle tested by a series of natural disasters, including major flooding across the State.

Since then, a strong recovery has paid testament to the resilience of those communities and I am proud of the role NSW TrainLink has played in that story.

Throughout these challenging times, we have kept our passengers safe and connected. Last year, almost 30 million passenger journeys were made to over 500 destinations on the NSW TrainLink network. While we never rest on our laurels, we are encouraged to see that passenger satisfaction remains high. It motivates us to work even harder to ensure our organisation remains as robust and adaptable as the people and communities it serves.

While the transport sector continues to evolve and thrive through innovation, many of the fundamentals remain the same. That is why we launched our 'SafeLink – back to basics' strategy with a renewed focus on six core areas: safe operations, rolling stock assurance, safety coordination, safety culture, passenger centricity and putting people at the heart of our organisation.

These are the fundamentals driving our strategy to restore reliability and increase patronage. This is also the starting point from which we will meet the future needs of our communities.

I am particularly excited by the introduction of the new intercity fleet in 2024. The Mariyung project has been an ongoing collaboration with an extensive cross-section of stakeholders and real progress has been made in reaching a final configuration for testing and commissioning. Our New Regional Fleet will undergo the same collaborative process as the design and delivery phases continue.

Of course, there is no "one size fits all" solution to the diverse needs of regional NSW. That is why we will continue to explore improved connections and services for our communities and large regional hubs.

None of this could have happened without the exceptional efforts of our dedicated staff. They have risen to the occasion and have gone above and beyond to serve their communities when confronted with the many challenges. I would like to thank our people for their outstanding professionalism, and thank our wonderful passengers across NSW for their loyalty.

I look forward to continuing our journey together.

Dale Merrick
Acting Chief Executive
NSW TrainLink

About this report

The NSW TrainLink Annual Report 2022–23 provides an overview of our performance and achievements during the financial year.

Our annual report keeps our passengers, community, partners, government and industry informed about our performance and meets the statutory requirements set out in the *Government Sector Finance Act 2018*.

Volume 1

01 Overview

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

02 Strategy

An overview of our strategic objectives and the goals we aspire to achieve for customers, communities, the people of NSW and the people of Transport.

03 Operations and performance

Presents our business performance results and highlights the initiatives we delivered to improve performance against Transport's Outcomes.

04 Management and accountability

Details our governance practices including audit and risk management, cyber security, freedom of information and public interest disclosures.

05 Sustainability

A look at our sustainability-related performance across environmental, social and governance matters including workforce diversity, disability inclusion, work health and safety, and sustainable procurement.

Appendices

Our reporting requirements according to our statutory obligations.

Volume 2

The NSW TrainLink audited financial statements.

The trading name of NSW Trains is NSW TrainLink and any reference in this annual report to NSW TrainLink should be read as a reference to NSW Trains and vice versa.

NSW TrainLink

Annual Report | Volume 1 | 2022–23

01

Overview

Image: NSW TrainLink staff assisting a traveller

Key facts and figures

2,520 **average weekly intercity train services**

160 **average weekly regional train services**

576 **average weekly coach services**

500 **destinations**
reached by NSW TrainLink train and coach services

5,892
kilometre network
using Sydney Trains, Australian Rail Track Corporation, UGL Regional Linx, V/Line and Queensland Rail

29.7 **million**
passenger journeys annually

- 1.7 million journeys on regional trains and coaches
- 28 million intercity train journeys

About NSW TrainLink

NSW TrainLink was established on 7 December 2012 under the *Transport Administration Act 1988*, to focus on delivering services to meet the needs of intercity and regional passengers.

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

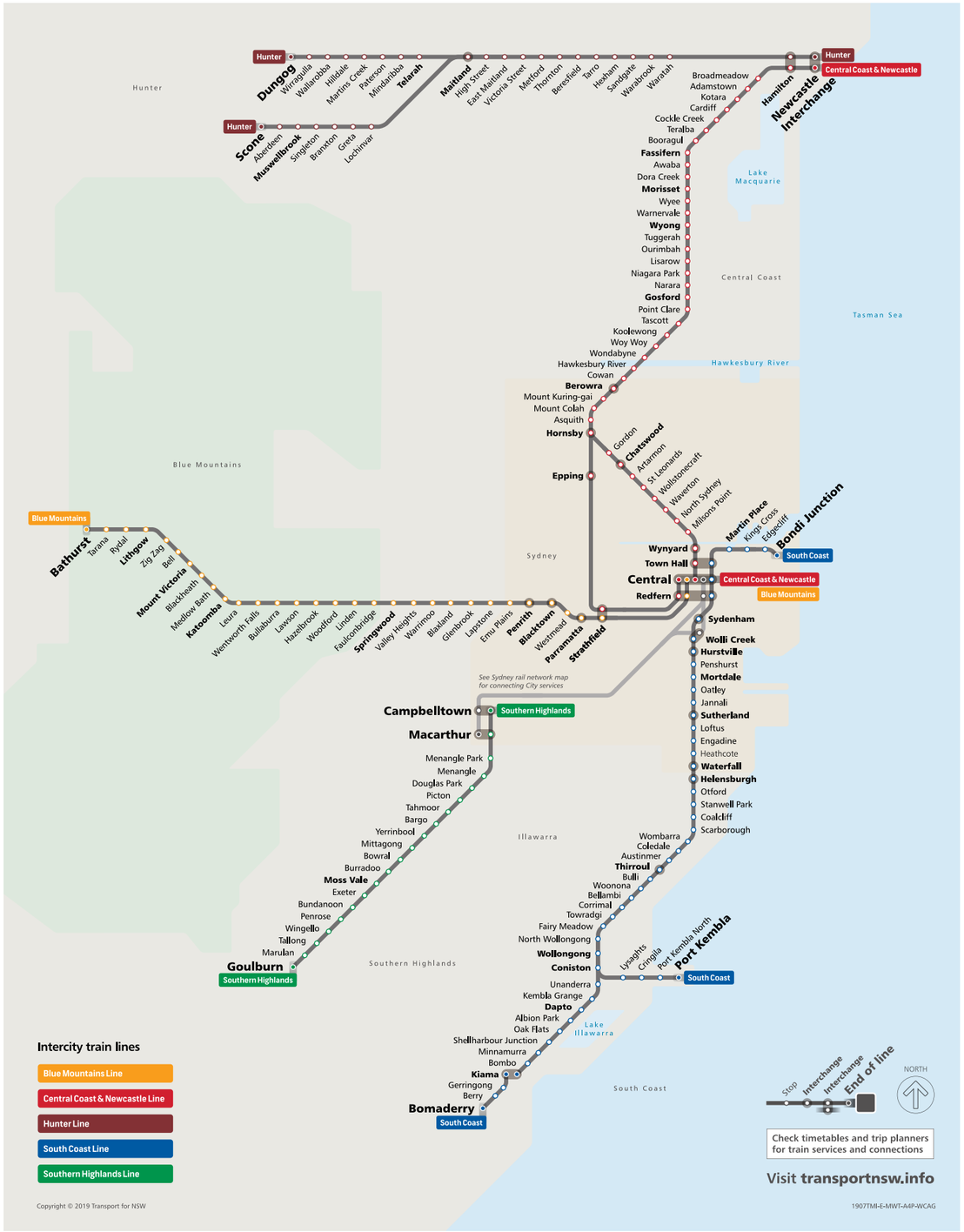
We provide public transport services across regional NSW and into Queensland, South Australia, Victoria and the Australian Capital Territory. We also provide train services to commuters across the outer metropolitan areas of the Blue Mountains, Southern Highlands, Newcastle and Central Coast, the Hunter,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

We put the customer at the centre of everything we do. We connect regional passengers in NSW with major cities and regional centres providing access to medical, educational and leisure services. We support local economies and tourism by bringing visitors to regional areas. We do this by partnering with Transport for NSW, private coach operators and rail infrastructure maintainers to deliver passenger-focused services.

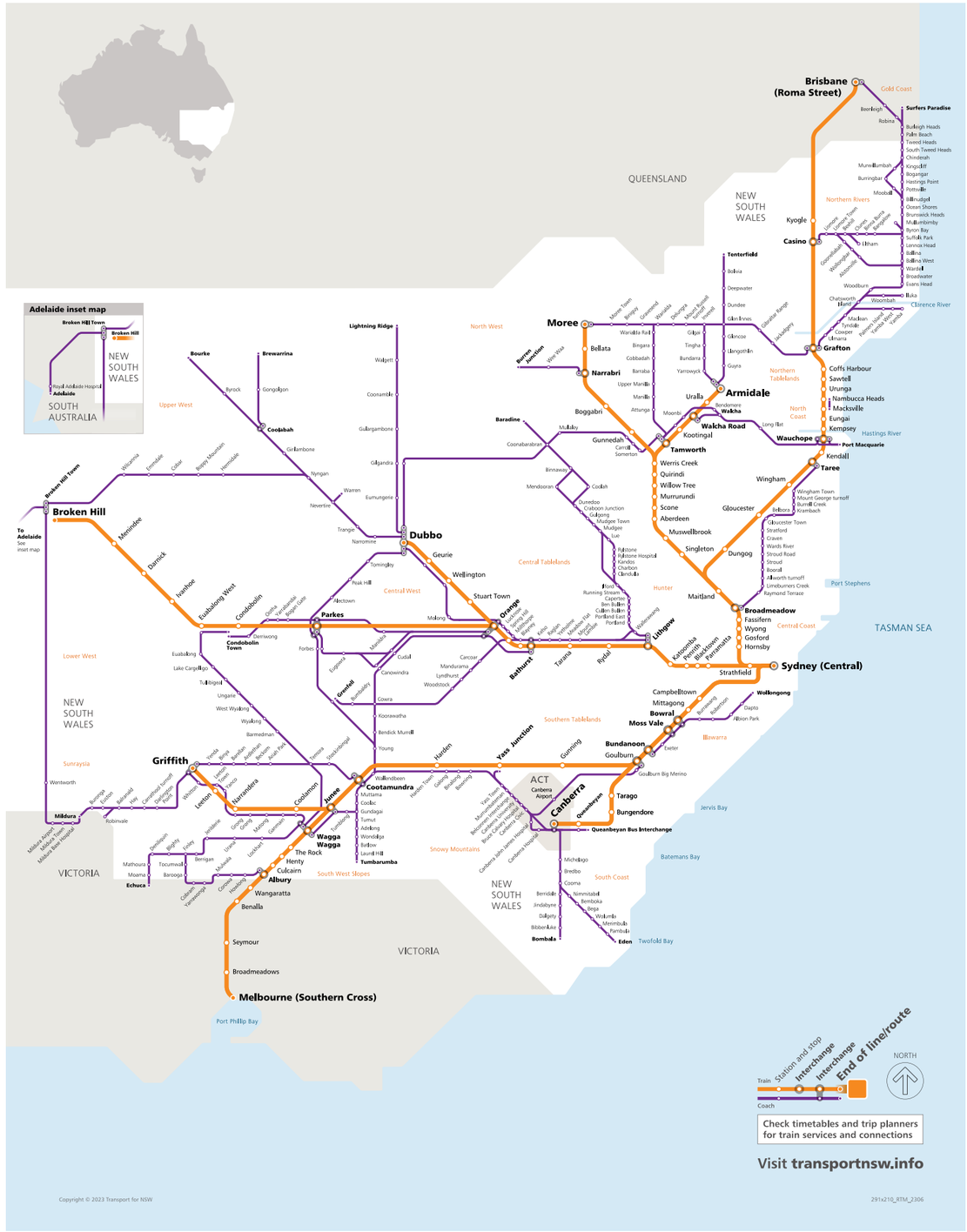
Our initiatives and programs are guided by our purpose and priorities, government priorities, Transport's strategic priorities and the Future Transport Strategy.

NSW TrainLink has more than 2,200 employees located across the State. Many of our employees live in the regional communities that we serve.

Intercity trains network



Regional trains and coaches network


QUEENSLAND
NEW SOUTH WALES
Adelaide inset map
Broken Hill Town
Broken Hill
Royal Adelaide Hospital
Adelaide
NEW SOUTH WALES
SOUTH AUSTRALIA
Brisbane (Roma Street)
Cold Coast
Surfers Paradise
Northern Rivers
Kyogle
Casino
Grafton
Clarence River
Coffs Harbour
Sawtell
Urunga
Nambucca Heads
Macksville
Eungai
Kempsey
Hastings River
Port Macquarie
Kendall
Taree
Wingham
Gloucester
Dungog
Maitland
Broadmeadow
Fassifern
Wyong
Gosford
Hornsby
Sydney (Central)
Strathfield
Lithgow
Katoomba
Penrith
Blacktown
Parramatta
Tenterfield
Armidale
Uralla
Wallangra
Moree
Narrabri
Bellata
Boggabri
Gunnedah
Tamworth
Werris Creek
Quirindi
Willow Tree
Murrurundi
Scone
Aberdeen
Muswellbrook
Singleton
Kootingal
Wallabadah
Wauchope
Walcha Road
Wallangarra
Inverell
Glen Innes
Tingha
Bundarra
Yarrowyck
Gilgai
Guyra
Llangothlin
Ebor
Dorrigo
Bellingen
Kempsey
Coffs Harbour
Grafton
Casino
Lismore
Ballina
Byron Bay
Tweed Heads
Murwillumbah
Northern Tablelands
North Coast
Hastings River
Central Tablelands
Hunter
Port Stephens
Central Coast
TASMAN SEA
Illawarra
Southern Tablelands
Jervis Bay
Batemans Bay
South Coast
Twofold Bay
Eden
Bombala
Cooma
Bega
Moruya
Nowra
Kiama
Wollongong
Campbelltown
Mittagong
Bowral
Moss Vale
Bundanoon
Goulburn
Tarago
Bungendore
Queanbeyan Bus Interchange
Canberra
Queanbeyan
ACT
Canberra Airport
Broken Hill
Menindee
Darnick
Ivanhoe
Euabalong West
Condobolin
Condobolin Town
Lower West
Lake Cargelligo
Tullibigeal
Ungarie
West Wyalong
Wyalong
Barmedman
Temora
Junee
Griffith
Leeton
Narrandera
Coolamon
Wagga Wagga
The Rock
Henty
Culcairn
Albury
Wangaratta
Benalla
Seymour
Broadmeadows
Melbourne (Southern Cross)
Port Phillip Bay
VICTORIA
Mildura
Robinvale
Echuca
Swan Hill
Kerang
Bendigo
Ballarat
Geelong
Warrnambool
Hamilton
Portland
Dubbo
Geurie
Wellington
Orange
Parkes
Forbes
Condobolin
Lithgow
Bathurst
Tarana
Rydal
Lightning Ridge
Walgett
Coonamble
Gulargambone
Gilgandra
Warren
Nyngan
Trangie
Narromine
Tomingley
Peak Hill
Molong
Cowra
Koorawatha
Bendick Murrell
Young
Harden
Yass Junction
Gunning
Bourke
Brewarrina
Byrock
Gongolgon
Coolabah
Girilambone
Upper West
North West
Burren Junction
Baradine
Mullaley
Coonabarabran
Binnaway
Mendooran
Coolah
Dunedoo
Cobbora Junction
Gulgong
Mudgee Town
Mudgee
Ilford
Running Streams
Capertee
Ben Bullen
Cullen Bullen
Portland East
Portland
Rylstone
Rylstone Hospital
Kandos
Charbon
Clandulla
Lue
Wallerawang
Lower Blue Mountains
Wilcannia
Forbes
Eugowra
Manildra
Cudal
Canowindra
Carcoar
Mandurama
Lyndhurst
Woodstock
Central West
Blayney
Millthorpe
Orange
Cargo
Canowindra
Koala
Nashdale
Newbridge
Molong
Yeoval
Dubbo
Wellington
Stuart Town
Tullamore
Tullibigeal
Lake Cargelligo
Euabalong
Condobolin
Forbes
Parkes
Peak Hill
Tomingley
Narromine
Trangie
Nyngan
Warren
Coonamble
Walgett
Lightning Ridge
Bourke
Brewarrina
Byrock
Gongolgon
Coolabah
Girilambone
Gilgandra
Gulargambone
Coonamble
Walgett
Lightning Ridge
Broken Hill Town
Broken Hill
To Adelaide See inset map

Our Executive

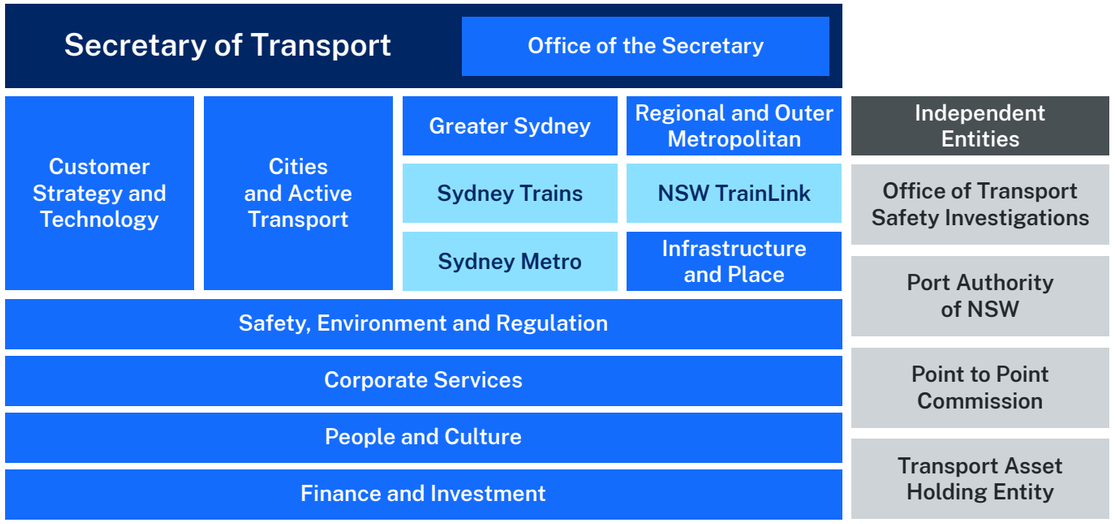
Table 1: NSW TrainLink executive management as at 30 June 2023

Name	Position	Periods position held	Qualifications
Pete Allaway	Chief Executive	15 May 2019 – 12 June 2023	Bachelor of Arts (Hons) Social Sciences
Dale Merrick	Acting Chief Executive	13 June 2023 – Current	Band 2 Leadership Program NSW Government Leadership Academy (Excellence in Public Service)
	Chief Operating Officer	12 July 2021 – 13 June 2023	
Grace Carroll	Director Safety (Substantive)	23 August 2021– 13 November 2022	Bachelor of Occupational Health and Safety Science
Melissa Northey	Acting Director Safety	14 November 2022 – Current	Bachelor of Education Advanced Diploma of Government Workplace Inspection (Work Health and Safety)
George Anderson	Director Finance and Commercial	23 August 2021 – Current	Bachelor of Accounting Graduate Diploma of Applied Science (Computing)

Transport operating model

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

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

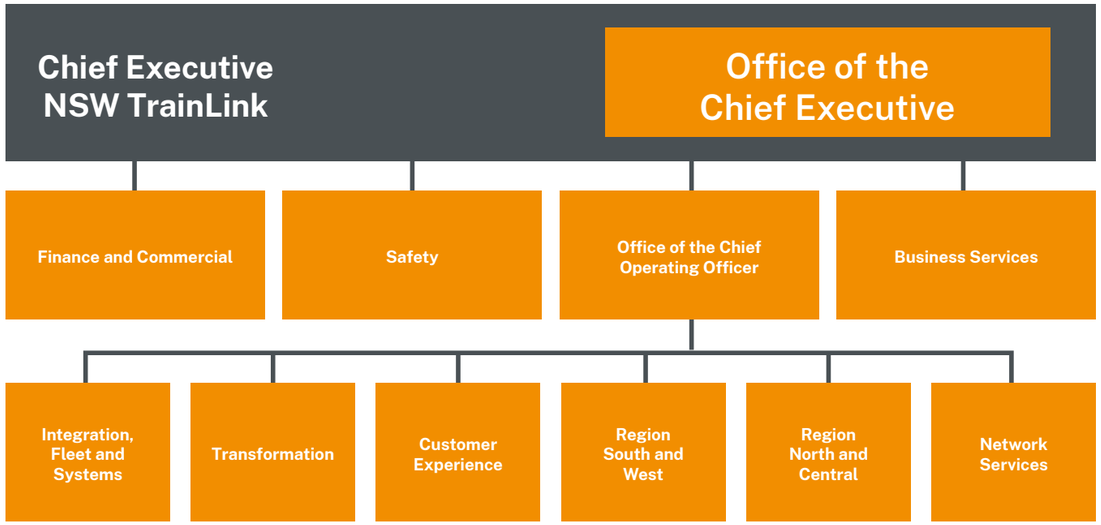


Transport's operating model as at 30 June 2023.
Light blue areas are operating agencies.

* *See page 27 for Our Five ways of leading*

Our structure

NSW TrainLink is committed to connecting people and communities throughout NSW and improving transport options and outcomes for regional communities. Our directorates have been set up to support us to achieve this.



NSW TrainLink Overview

Our organisational structure

Finance and Commercial

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

Safety

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

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

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

Integration, Fleet and Systems

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

Transformation

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

Customer Experience

Through a co-design process, implements passenger experience improvement strategies, supports the Chief Customer Office and NSW TrainLink directorates to deliver on strategic projects and provides passenger insights to support customer operations.

Region South and West

Responsible for the delivery of safe, reliable and clean passenger services, and includes the South Coast, South Main and West teams.

Region North and Central

Responsible for the delivery of safe, reliable and clean passenger services, and includes the Central Coast and Hunter, and Regional North, Central Intercity, Central Regional and Newcastle teams.

Network Services

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

02

Strategy

Image: NSW TrainLink staff assisting travellers on train platform

Delivering on our purpose

Connecting to Transport's purpose

The purpose of Transport for NSW is to make NSW a better place to live, work and visit by connecting people and communities through safe, integrated and efficient transport systems. In connecting to Transport's purpose, NSW TrainLink's purpose is to connect people and communities throughout NSW.

Transport Outcomes

NSW TrainLink strategies and plans are underpinned by Transport's Outcomes, which describe the value we are seeking to achieve for customers, communities, the people of NSW and the people of Transport. Our achievements and performance against our Outcomes are presented in this annual report.

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. We work to provide 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 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 to be a great place to work and one of the safest workplaces in Australia. We enable the way we work through modern workplaces and choice in where and when we get the job done. We aim to build capability and harness the diversity of our people and their perspectives. We are deeply committed to reconciliation as we work towards a more equal and respectful future for Aboriginal and Torres Strait Islander peoples and communities. We want our people to see how their role contributes to our vision and culture – putting the customer at the centre, people at the heart, and for the greater good.

Our strategic direction

Our strategic objectives

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

The NSW TrainLink strategic objectives provide direction and focus for the next 5 to 10 years. These are:

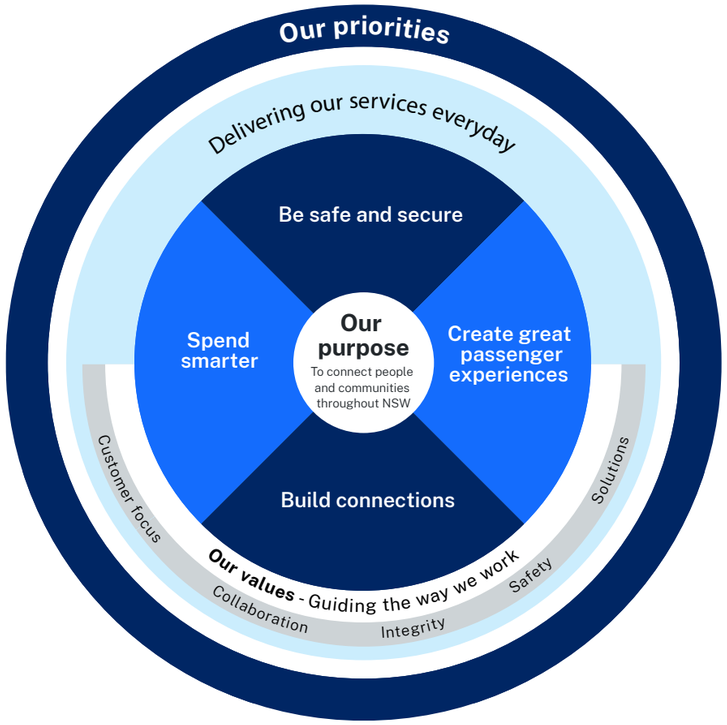
- Increase passenger and community value through better journeys, smoother, faster and more reliable services.
- Stimulate regional growth by optimising the network and connecting more communities.
- Partner to provide services by ensuring an integrated regional transport system providing improved services for communities and passengers through seamless journeys.
- Strengthen and integrate transport networks by working across the Transport portfolio to ensure an integrated transport network.

Maintain a flexible, capable and future focused business and workforce by investing in our people and business capability.

Our business priorities

NSW TrainLink has four key priority areas it focuses on every day. These priority areas are:

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



NSW TrainLink Corporate Plan 2022–23

Our Corporate Plan 2022–23 provided the strategic context for the initiatives we undertook throughout the year, enabling us to continue to provide rail and coach services to deliver integrated transport solutions and improved transport outcomes for the community.

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

Our partners

In 2022–23, NSW TrainLink partnered with Transport for NSW, Sydney Trains, the Australian Rail Track Corporation, UGL Regional Linx, Queensland Rail and V/Line in the delivery of our train services, as well as a number of coach operators, to deliver timetabled coach services statewide.

Our culture and guiding principles

Transport's culture

Our culture guides us each day. How we live our culture in what we think, feel and do each day helps us make NSW TrainLink 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, and we collaborate for integrated solutions.

Our Values

Safety

We prioritise safety for our people and our customers.

Customer focus

We place the customer at the centre of everything we do.

Collaboration

We value each other and create better outcomes by working together.

Integrity

We take responsibility and communicate openly.

Solutions

We deliver sustainable and innovative solutions to NSW transport needs.

Our Five ways of leading

Since 2019, our Five ways of leading model has defined the leadership behaviour we need and expect at Transport to realise our vision, our culture and future strategies.

The Five ways of leading are embedded throughout our people processes. We are caring, creative, sustainable, empowering and courageous in our induction, performance, learning, development and recruitment processes.

By investing in leadership capability, we are equipping our organisation to deliver exceptional results for the people and communities of NSW.

03

Operations and performance

Image: Travellers waiting for NSW TrainLink coach outside Goulburn Station

Delivering outcomes for the people and communities of NSW

Connecting our customers' whole lives

NSW TrainLink's rail and coach network is large and complex, operating 5,892 kilometres across a network including five Rail Infrastructure Managers (RIMs). Our passengers are at the centre of what we do. We worked hard to ensure our network kept running and our passengers were kept safe and informed during the past financial year. Understanding our passengers' needs and expectations is vital to ensure we deliver the best service possible. We were able to draw on our customer feedback program to make informed improvements. These focused on initiatives to improve safety for our staff and passengers both now and into the future through new fleet design and station upgrades.

Performance

In the 2022–23 financial year there were 8,981 incidents which impacted 27,319 services and resulted in 26,236 late services.

A total of 2,632 services were cancelled throughout the year with 822 due to infrastructure issues including damage and flooding from heavy rainfall, land slips and fallen trees. Two of the State's highest rainfall events on record occurred in September and October 2022 and the impact to the rail network reflects this. Staffing constraints due to sickness and Protected Industrial Action resulted in a total of 231 cancellations.

A wide variety of issues made up the majority (28 per cent) of incidents for the year including Protected Industrial Action, pathing of freight within the network, customer service delays and crewing delays. A further 25 per cent of incidents were due to infrastructure disruptions including trackwork, speed restrictions and geotechnical events.

Incidents occurring in the Outer RIMs caused around 19 per cent of delays in the intercity network. These include speed restrictions, infrastructure damage and maintenance, events occurring on regional services that cause flow-on delays within the metropolitan area, and pathing of freight services.

Punctuality – intercity trains

Intercity	On time running (OTR)	
	2021–22	2022–23
24 hours	86.4%	83.1%
Sydney peak	85.5%	78.2%
North (electric)	88.3%	81.7%
Hunter Valley	88.0%	88.3%
West (Blue Mountains)	87.9%	81.8%
Southern Highlands	78.8%	74.0%
South Coast	85.7%	84.5%

Punctuality – regional trains

Regional trains	On time running (OTR)	
	2021–22	2022–23
All	71.2%	61.5%
Armidale	73.8%	64.9%
Brisbane	66.1%	53.0%
Casino	60.1%	55.9%
Grafton	83.3%	82.5%
Moree	84.1%	74.7%
Canberra	73.9%	67.6%
Griffith	72.4%	75.0%
Melbourne	53.8%	33.6%
Broken Hill	83.3%	81.8%
Dubbo	85.8%	71.2%

Punctuality – regional coaches

	On time running (OTR)	
	2021–22	2022–23
All	92.0%	88.0%
North	91.0%	87.9%
North West	92.1%	92.6%
West	93.6%	87.8%
South	90.5%	87.3%

We understand our passengers value on time running and we will continue our work towards delivering services that meet that expectation as our agency moves into the 2023–24 financial year in line with the Minister's priority to restore reliability and increase patronage.

NSW TrainLink has been working with operators to improve passenger outcomes including timeliness of a coach's journey. Regular governance meetings have taken place with all regional coach operators to drive service improvement.

Punctuality on regional rail services has decreased from 71.3 per cent in the 2021–22 financial year to 61.5 per cent in 2022–23. Some 726 services were cancelled throughout the year due to planned trackwork, inclement weather and a variety of other impacts, which is a significant decrease from the previous year. Overall, services have still been impacted by the ongoing impacts of COVID-19 and long-term impacts to infrastructure after several years of flood and bushfires.

Around 60 per cent of disruptions to regional services had a major delay occur due to an issue within the control area of Australian Rail Track Corporation (ARTC) including speed restrictions, track work and infrastructure issues.

Infrastructure-related issues within the Sydney Trains area caused around 10 per cent of delays to regional services, with wet and inclement weather the largest contributor. NSW TrainLink issues including crew availability due to sickness and rostering, as well as Protected Industrial Action, also impacted significantly on passenger services.

Managing disruptions

NSW TrainLink faced a number of challenges in the operating environment this year which can be attributed to navigating through Protected Industrial Action, resource shortages across both the rail and coach industries caused by the pandemic and a number of significant infrastructure failures across various RIM networks.

Throughout this period, we worked to minimise the disruption of rail and coach services to our passengers and their communities. We maintained a high level of customer service through real-time communication and by keeping our services safe and clean.

Managing extreme weather

High levels of rainfall and subsequent flooding impacted the rail network again this year, leading to services at times being cancelled or operating to reduced speeds to ensure safety of operations. Major flooding events such as those in Condobolin saw extensive infrastructure and road damage which led to the cancellation of services for extended periods of time.

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

Customer satisfaction

Intercity	May 2022	May 2023
Overall level of customer satisfaction	89%	90%
Timeliness	79%	80%
Safety and security	90%	90%
Convenience	89%	88%
Accessibility	93%	92%
Comfort	92%	88%
Cleanliness	86%	84%
Information	87%	86%
Customer service	88%	84%
Ticketing	93%	93%

Booked regional trains	May 2022	May 2023
Overall level of customer satisfaction	95%	96%
Timeliness	88%	88%
Safety and security	95%	97%
Convenience	91%	92%
Accessibility	95%	96%
Comfort	90%	90%
Cleanliness	93%	93%
Information	91%	92%
Customer service	93%	93%
Ticketing	95%	95%

Booked regional coaches	May 2022	May 2023
Overall level of customer satisfaction	95%	94%
Timeliness	91%	90%
Safety and security	96%	95%
Convenience	91%	93%
Accessibility	93%	93%
Comfort	90%	90%
Cleanliness	92%	91%
Information	91%	88%
Customer service	96%	94%
Ticketing	95%	94%

Overall customer satisfaction on NSW TrainLink booked regional trains and coaches remains high at 96 per cent and 94 per cent respectively, with an improved intercity result at 90 per cent for May 2023. The greatest decline in satisfaction for Intercity services was reported for comfort and customer service. For booked regional coaches, the greatest decline in satisfaction related to information, specifically availability of information about service delays which declined 6 per cent to 84 per cent.

Passenger experience improvement initiatives such as the delivery of the Transport Access Program (TAP) upgrades and fleet upgrades through the new Regional Fleet are currently being delivered to address these focus areas. We will continue to partner with rail infrastructure managers regarding network resilience and passenger notification of delays to improve availability of information during service delays.

Customer safety

	2020-21	2021-22	2022-23	% change
Number of customer injuries	76	66	93	41%
Number of rail trespass incidents	1,646	797	1,154	45%
Number of level crossing incidents	152	44	116	164%
Number of signals passed at danger (SPAD)	39	25	34	36%

Passenger safety continues to be a major priority for NSW TrainLink. Passenger safety related events have increased in every category this financial year. This may be attributed to a significant increase in passenger journeys which have doubled since the last financial year, as a consequence of the removal of all Public Health Orders on 22 November 2022. Further, NSW TrainLink continues to strive for improved safety outcomes for our passengers through a range of safety related initiatives as detailed below.

Safety initiatives

NSW TrainLink actively sought to improve safety for our passengers through local community engagement and education campaigns. This included school programs, attending community events, and being an active member of level crossing strategy groups. Through these initiatives, NSW TrainLink engaged with rail infrastructure managers and local police to target local hot spot safety areas to drive improved safety outcomes for our passengers.

Rail trespass

NSW TrainLink experienced 1,154 incidents of trespass, which is 45 per cent higher than the previous financial year when 797 incidents of trespass were reported. This year's figure is still lower than the 2020–21 figure, when 1,646 incidents were reported. The increase can be attributed to the lifting of COVID restrictions.

Tracking of trespass incidents provides data for targeted programs and initiatives to reduce employee harm due to exposure to near miss, injury or fatal incidents, and to reduce public trespass activities.

Passenger injuries

Increased patronage once COVID-19 restrictions were lifted saw an increase in the number of passenger injuries from 66 to 93 incidents this financial year. This figure remains a reduction when compared to the pre COVID-19 figure of 198 passenger injury incidents in 2019–20.

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

Level crossings

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

In 2022–23, NSW TrainLink reported 116 level crossing incidents. Of the 116 incidents, two resulted in collision. This increase can be attributed to increased patronage and road traffic following COVID-19 restrictions being lifted.

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

We also worked closely with the community to provide education on level crossing safety. This included the involvement in Rail Safety Week which is an annual community awareness week held in Australia and New Zealand, designed to engage the community in safe rail practices. This year's theme was 'a moment of distraction can change your life forever' and had a particular focus on staff and passenger safety at rail stations and at level crossings.

NSW TrainLink staff organised over 20 regional events at stations and workplaces across the State, including education and awareness sessions to preschoolers and school-aged children at various stations, onboard trains and at level crossings.

Our employees participated in the wreath-laying ceremony at Werris Creek, and 930 workers joined the Rail Safety Week Transport live stream held on 10 August, which featured a great series of presenters from Transport NSW, NSW TrainLink and Sydney Trains.

Taking the safety message to the community

NSW TrainLink had a presence at Australia's largest field day for people from rural areas. Held in Gunnedah in August 2022, AgQuip attracted around 100,000 local and international visitors over three days and provided an opportunity for Transport to engage meaningfully with and promote safety messages of particular relevance to rural communities.

A 'Pearly Gates' activation provided a timely reminder of the dangers of rail crossings, and NSW TrainLink drivers and staff were on hand to provide a first-hand perspective on the issue.

School Safety Engagement

This financial year, NSW TrainLink staff visited six schools to deliver safety awareness sessions to high school students. This Safety Awareness program focuses on safety surrounding platforms, services and level crossings. It covers aspects such as platform and train behaviour expectations, level crossing safety and violation penalties, trespassing and penalties, track safety, vandalism, fare evasion laws and school student code of conduct.

Signals Passed at Danger (SPAD) incidents

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

Between 1 July 2022 and 30 June 2023, NSW TrainLink recorded 34 SPAD incidents. This includes all incidents where a train passed a signal at stop or exceeded some other limit of authorised movement, except where the signal was returned to stop due to a signaller or technical error as the train approached – known as a Returned in Face of Driver (RIFOD) SPAD.

Of the 34 incidents, 32 were caused by operator error and 2 were due to errors by other factors (Shunter and signaller, respectively).

There was a significant increase in SPADs where distraction was the immediate contributing factor, up from 4 in 2021–22 to 18 in 2022–23. Expectation was the second most common factor, contributing to 12 SPADs, and failure to maintain correct operating speed and failure to locate signal each contributed to 4 SPADs.

In July 2022, the Safety Investigations Team adopted the Rail Industry Safety Standards Board (RISSB) SPAD pro forma contributory factors framework, to help us better understand the range of factors that contribute to SPADs. This has led to much richer data about the underlying factors that contribute to SPADs. The most common underlying causes of SPADs in the 2022–23 reporting year were signal sighting distance (7) and change of routine (9), with fatigue (4) and hazard awareness (3) also featuring. Investigation recommendations addressing these underlying contributing factors have led to improved collaboration with Rail Infrastructure Managers and other stakeholders in managing identified systemic SPAD risks.

The rich data collected through more robust SPAD investigations is enabling NSW TrainLink to apply the evidence-based practical problem-solving approach to SPADs and other safety-critical incidents. This work will inform the SPAD action plan priority areas going forward.

Safe Zone Mobile Personal Duress Alarm application

The SafeZone app provides real-time location and expedited assistance for staff when they need to contact emergency services or seek Security Control Centre (SCC) assistance. The app allows SCC better visibility of staff who are working alone or who require assistance during an incident. Staff can contact security and emergency services at the same time so emergencies can be responded to more quickly and efficiently. NSW TrainLink staff can report incidents from their exact location via call, text or data uploads.

This is important due to the NSW TrainLink staffing profile and remote locations at which our people work; it also supports efficient generation of incident response, which means that staff and passenger safety is improved, and disruptions may be minimised.

In 2022 the SafeZone app was rolled out to all NSW TrainLink station-based frontline staff. This opt-in security application has seen uptake and use by more than 250 employees across our entire station network.

The Security and Emergency Preparedness team regularly reviews security incident reports and as a part of this, examines the effectiveness of all security systems used

in the incident for any lessons that can be gleaned. Positive use of the SafeZone application has led to improved security response at locations such as Tamworth, Wollongong and Newcastle Interchange.

The SafeZone app makes reporting of safety and security incidents more accurate, timely, efficient and reliable. It uses mobile phone technology to provide real-time locations of staff who may be in need of assistance; this has allowed the retirement of outdated, costly and complex duress alarm systems at many locations across the State.

Onboard Emergency cards

In September 2022, NSW TrainLink reintroduced the Onboard Emergency Cards to educate passengers on safety requirements during an emergency. All crew members have also been trained in emergency procedures to ensure they are able to handle an emergency event, including assisting passengers to exit the carriage or evacuate the train quickly and safely if required.

Partnering with NSW Police Force

NSW TrainLink and Police Transport Command 'Explorer Operations'

NSW TrainLink partners with the Police Transport Command (PTC) to facilitate police operations on regional services and to regional stations. In conjunction with the PTC Sector Operations Coordinators, the NSW TrainLink Security and Emergency Preparedness team identify areas of interest for focused police deployment to support overall safety and security outcomes, improve safety and security on regional services and at regional stations. They also help deter anti-social activity and support our employees in feeling safe at work.

'Explorer Operations' were conducted at 10 regional stations and associated rail journeys from Sydney to the destination station in both South West and North Central regions. The Explorer Operations have been occurring for several years now and result in transport infringements, Court Appearance Notices, drug searches and detections, AVO checks and other arrests for criminal activity. The Explorer Operations also provide an opportunity for the PTC to engage with NSW TrainLink employees and passengers, building a better understanding of the unique security environments across our regions and supporting safer community spaces.

Bomb identification training

In partnership with the NSW TrainLink Security Crisis and Emergency Management and the NSW Police Force's Rescue and Bomb Squad Unit, NSW TrainLink provided a realistic transport interchange environment for the NSW Police Force to train and test their bomb identification and assessment skills.

This training activity took place at Marulan Railway Station and was a one-off event held on 15 June 2023. By working closely with police to provide realistic training environments that are not disruptive to transport operations, both NSW TrainLink and our police partners share knowledge and learn from each other's operations to deliver a safer response during incidents.

Having police trained to interact with stations, staff and our operations in a realistic transport interchange increases the realism of this type of bomb identification and assessment training and allows for improved responses in the event of a real incident, which in turn improves safety and security for both staff and customers.

The success of this training operation has led to further conversations with the NSW Police Force about more opportunities for exercising and joint capability development. Key partners for NSW TrainLink are the NSW Police Force, South and West Operations team, Transport for NSW Security, Crisis and Emergency Management and NSW TrainLink Security and Emergency Preparedness.

Defibrillators on regional coaches

Our regional coach services provide important connections for passengers, but many routes cover long distances through remote parts of the State, making access to immediate medical assistance challenging.

During the first week of May 2023, to coincide with Heart Week, automated external defibrillators (AEDs) were installed on all timetabled NSW TrainLink coach services as part of a six-month trial.

These defibrillators are small, portable, simple to use and relatively inexpensive, making them a practical addition to onboard first aid kits for the benefit of customers, drivers, and rural and remote communities.

Creating more livable communities for people with a disability

Hidden Disabilities Sunflower Program

The Hidden Disabilities Sunflower Program allows people with disabilities to discreetly wear a sunflower lanyard to signal to others (including customer service staff, train crews, health professionals and other passengers) that they may need additional help or support while travelling on our network.

An estimated 138,000 people with a hidden disability use the State's rail network each day. Passengers can get a free lanyard to wear while travelling, discreetly indicating that they or the person they care for has a hidden disability and may require assistance when using public transport.

NSW TrainLink and Sydney Trains customer service staff are trained to recognise the sunflower lanyard and provide extra support to wearers including:

- ensuring enough time to get on and off train services
- help navigating through busy train stations
- support during disruptions and travel changes
- help finding quiet spaces as needed.

The sunflower lanyards are available at 21 stations on intercity and regional train networks, and at 14 stations on the Sydney network.

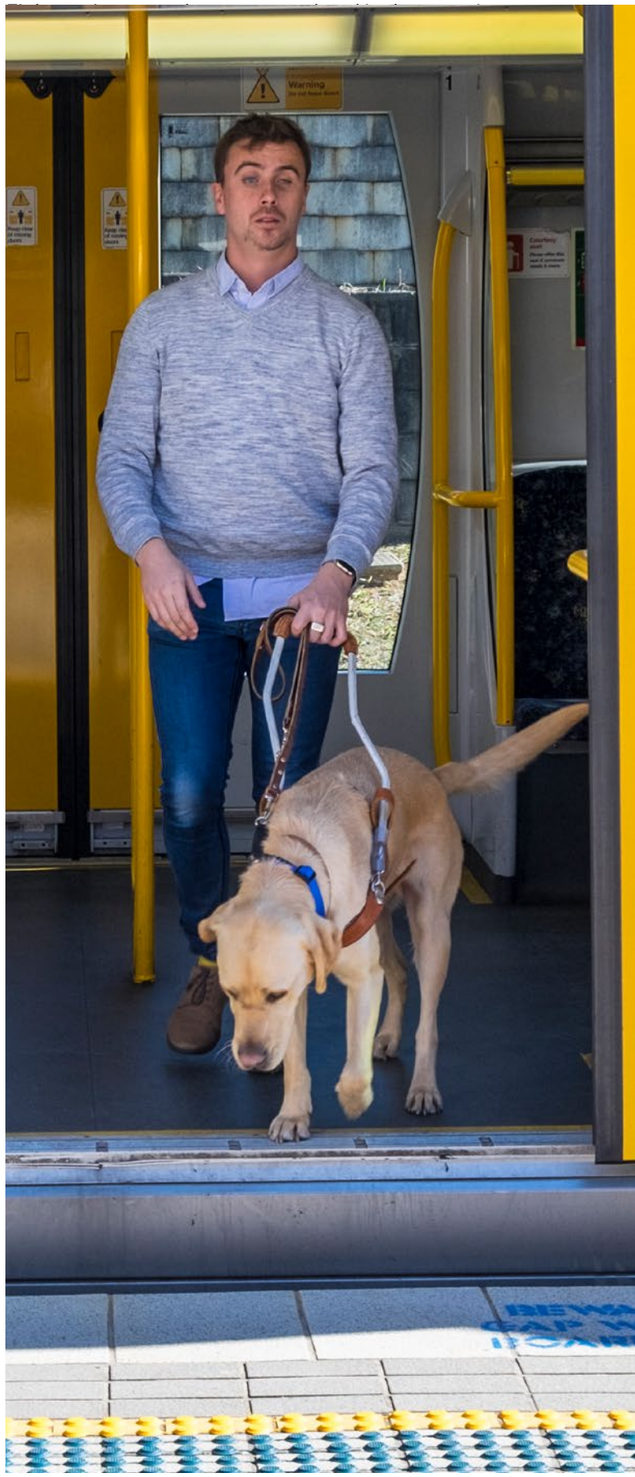
Transport for NSW worked with Autism Spectrum Australia to develop training for staff to support them to help people with hidden disabilities use trains with greater comfort. Around 90 per cent of NSW TrainLink and Sydney Trains customer service staff have undertaken the training.

The program has been highly recognised and adopted by over 5,000 customers and employees since launching.

Improving station accessibility

The Transport Access Program (TAP) delivers a better experience for public transport passengers across NSW by providing modern, secure and integrated transport infrastructure that is accessible to travellers with a range of needs.

The program is funded by Transport for NSW, and NSW TrainLink manages passenger disruptions and expectations during construction and delivery.



More comfortable, convenient and streamlined journeys

Central Walk concourse

Central Walk is a 19-metre wide, 80-metre long underground pedestrian concourse at Central Station that improves access and helps passengers easily connect to suburban, intercity and regional services, light rail and the new Sydney Metro platforms. It also improves accessibility through the installation of new lifts and escalators, providing escalator access to suburban platforms for the first time.

Work on the concourse started in 2019 and was completed underneath eight operational suburban platforms and tracks, with the full concourse opening on 3 April 2023. The thoughtful design and finishes successfully blend with the heritage aspects of the station, and large spacious areas improve pedestrian flows. Central Walk will cater to future passenger demand at the station, which is expected to more than double in the next two decades.

Central Walk is the result of successful collaboration across the Transport portfolio to lift the customer experience and included teams from NSW TrainLink, Sydney Trains and Sydney Metro.

Autumn/Winter onboard menu refresh

In May 2023 NSW TrainLink launched a refreshed onboard menu for passengers travelling on our regional train services, with seasonal offerings for the autumn and winter months. The 'back to basics' menu design focused on satisfying, value-for-money options, from basic choices to more substantial and gourmet meals.

We continue to work with suppliers and producers from regional NSW to bring customers fresh, quality ingredients, and reduce our 'menu miles', while supporting the local economy. This includes a partnership with Dubbo-based Indigenous food business DreamTime Tukka, and a beverage menu that includes wine produced in NSW.

A reduction in food waste and very few complaints from the roughly 200,000 passengers during May and June who would have had the opportunity to sample our new buffet menu are good indicators of satisfied passengers.

Food on NSW TrainLink timetabled coaches

We are always looking for ways to improve the travel experience of our passengers, which sometimes means challenging assumptions about how we operate.

A six-month trial that allowed passengers to bring their own snacks and cold food on board select NSW TrainLink coaches demonstrated that providing a more accommodating and comfortable onboard experience not only benefited passengers, it also saw benefits to the business.

Unlike many other transport options, including our regional train services, food is not permitted on our coaches. On long journeys without rest stops this can be particularly problematic for some passengers – for example, parents travelling with hungry children, and people with medical conditions who need to eat at specific times – raising equity and accessibility concerns.

The trial took place between November 2022 and May 2023 on two coach routes operating between Lithgow and Parkes. The results were extremely positive with improved customer satisfaction scores and a relatively low cost to implement based on additional cleaning costs. Following this success, we are now looking at further opportunities to introduce onboard food options to respond to passenger needs.

Bike racks on XPTs

To make it easier for passengers who travel with bikes on our regional train services, and to encourage more people to bring and use bikes when they visit regional NSW, we have been investigating ways to simplify how bikes are transferred and secured on board.

The current requirement for passengers to dismantle and box bikes before they travel is a barrier to bike use in regional areas, both for local residents and tourists to the regions.

Since late 2022, our Customer Experience team has been gathering feedback from bike riders and NSW TrainLink staff to design a more convenient way for passengers to travel safely with bikes.

Central Reservation System upgrade procurement

Procurement for a new vendor for our Central Reservation System (CRS) provider was finalised and a contract signed with Spiketech/Turnit at the end of May 2023. The new platform is a significant upgrade to the current NSW TrainLink booking system and will ensure a better user experience for staff and travel agents using it as an essential touchpoint for managing passenger bookings. The new CRS will be in place in mid to late 2024.

Successful places for communities

NSW TrainLink improved sustainability across our networks and stations and worked with the community to promote diversity, inclusivity and social connection by joining community events and building resilience into our networks.

Achieving an environmentally sustainable transport system is a core part of NSW TrainLink's Make a Difference (MAD) Strategy and a critical element in NSW's efforts to tackle climate change, create livable spaces, and support the better health and wellbeing of communities.

Supporting events in NSW

In January NSW TrainLink partnered with the Parkes Elvis Festival to run the NSW TrainLink Elvis Express service to Parkes. NSW TrainLink was proud to provide this support, providing patrons an easy and comfortable way to travel to this world-renowned event from Sydney.

This partnership has been in place since 2004 with NSW TrainLink supporting the festival with a special XPT Passenger Train for the return journey to and from the iconic festival in the State's Central West.

The NSW Government was proud to support the 30th annual Parkes Elvis Festival, a multi-award-winning event which is a significant tourism drawcard and a major boost to the Central West economy.

In 2023, we also participated in the Sydney Royal Easter Show for the first time, showcasing our tagline and inviting show-goers to 'sit back, relax and let us do the driving' next time they travel.

Between 6 and 17 April, more than 60 of our staff were on hand proudly promoting our activities and services, building connections with the community and spruiking our interactive event stand. The stand, which featured a mock driver cab and train simulator, offered a unique way to experience NSW TrainLink. Around 1,700 people participated in the train simulator, while more than 10,000 people engaged with the wider Transport for NSW stand during the 12 days of the show.

In June, a two-day event was held over the 2023 June long weekend to celebrate 100 years of railway operations in Urunga. Highlights included entertainment from local musicians, a station launch re-enactment by Urunga resident Ruth Holmes, whose family has a long connection with the railway, a parade through the town centre and a railway-themed picnic. The event attracted strong interest, with several hundred people and media representatives in attendance.

Promoting reconciliation and Aboriginal culture

2023 Reconciliation Week event at Central Station

Aboriginal and Torres Strait Islander staff were invited to be part of a Reconciliation Week event held at Central Station on 2 June 2023. This year's theme was 'Be a Voice for Generations' and the event featured a range of speakers sharing stories from elders and people who were part of the Stolen Generation. The aim was to educate our people and employees on the tragic events that occurred and how we as a united country can learn from these for our future generations. There were over 200 attendees, including 34 NSW TrainLink staff from regional NSW.

Sorry Day at Kempsey Station

The Kinchela Boys Home Aboriginal Corporation held their National Sorry Day at Kempsey Station on 20 June 2023. The event consisted of a range of activities aimed at paying respect to the Lost Generation and at strengthening the relationship with Kempsey's Aboriginal Community.

Activities included:

- shared stories from Kinchela's Survivors about their time at Kinchela Boys Home
- a traditional smoking ceremony to open the event
- a performance from the local preschoolers sung in the local Dunghutti Language.

Event guests were led out to the platform where they placed flowers at the feet of the silhouette children – A Memorial for the Children taken to Kinchela Boys Home.

NAIDOC Week 2022

NAIDOC Week is a national event held in July to celebrate and recognise the histories, cultures, and achievements of Aboriginal and Torres Strait Islander Peoples. Many NSW TrainLink areas held multiple NAIDOC Week events and participated in community events.

Key highlights in 2022 included the installation of an Aboriginal dreamtime art installation at Broadmeadow station, and the launch of a storyline, available via an app to passengers travelling on the Central Coast/Newcastle line, where passengers can listen to the songs and stories of the different mobs as they travel along the line.

Moree Station Aboriginal Art murals

Two Aboriginal art murals were unveiled at Moree Station on 30 May 2023. The murals are a beautiful representation of the Indigenous culture in Moree and depict the story of Aboriginal people's involvement in the railway precinct. They were created by proud Gamilaroi women Laura Pitt and Lena Smith, who incorporated elements of the surrounding landscape and the story of Aboriginal peoples in the area.

Timelapse footage of the artists painting was captured and both artists were interviewed. The community and staff (including past employees) who attended the unveiling placed their handprints on the mural and will now be part of the continued history and story of rail in Moree.

Environment, sustainability and community

Oz Harvest partnership

As part of our efforts towards operating more sustainably and efficiently as a business, NSW TrainLink aims to minimise what we throw away, and consider how we can use, reuse and redirect our resources.

In March 2023 we partnered with food rescue organisation Oz Harvest, who work with charities to provide food relief to people in need.

By redirecting suitable surplus food and beverages from the onboard buffets of our regional trains to Oz Harvest instead of sending quality items straight to landfill, we have been able to minimise the waste we generate and the resources required to dispose of it. This partnership has also presented a new way for NSW TrainLink to give practical support to people in the communities where our services operate.

Coffee cup recycling at Newcastle Interchange

In June 2022, NSW TrainLink joined Simply Cups to become a cup collector at the Newcastle Interchange from both its passengers and staff working at the interchange. A total of 3,594 cups have been collected and upcycled by Simply Cups and their Australian partners to create garden beds, sustainable building material, reusable coffee cups, reusable drink trays, recycled roads, light weight concrete and more.

It is understood that these cups contributed to the first Australian road made using recycled coffee cups collected by NSW TrainLink and upcycled through the Simply Cups program and their partner PAK–PAVE Roads.

This partnership is an important step in achieving the targets set out in the NSW Government Waste and Sustainable Materials Strategy, which aims to see NSW transition to a circular economy over the next 20 years. An economy where we minimise what we discard and use and reuse our resources efficiently, making them as productive as possible.

Cleaner stations

We know that cleanliness is a key determinant of customer satisfaction and we continue to work to deliver clean stations and services. Over the past year, a deep clean was undertaken at all regional and intercity stations.

Reducing single use plastics

NSW TrainLink reinstated the use of BYO travel mugs in May 2023, following the temporary withdrawal of this option as a COVID-19 measure.

This move enables customers to make sustainable choices and reduce waste management costs. Based on 2022–23 data, there is an opportunity to divert more than 550,000 hot drink cups and lids from land fill.

Water refill stations

NSW TrainLink has continued the rollout of water refill stations and drinking fountains across our network. These facilities provide access to free drinkable water, encourage people to consume fewer sugary drinks and reduce waste and litter from single use water bottles.

During the 2022–23 financial year, new water refill stations were installed at Cootamundra, Junee, Gunnedah, Narrabri and Goulburn. The installations are funded through the Transport Access Program.

Impact of water refill stations*

Station	Litres saved	Bottles saved	Plastic waste saved from landfill (kg)	CO2 emissions saved (kg)	Estimated number of users
North Wollongong	12,940	21,568	276	2,143	31,485
Broadmeadow	22,244	37,073	474	3,683	54,120
Newcastle Interchange	19,264.30	32,107	410	3,190	46,870
Total	54,448.3	90,748	1,160	9,016	132,475

* Numbers are since installation: January 2021 for Newcastle Interchange and October to December 2022 for North Wollongong and Broadmeadow.

Transport systems and solutions enabling economic activity

Improved digital connections

Heavy use of phones and tablets by passengers often travelling long distances, combined with limited facilities and opportunities to recharge, presented an opportunity to improve the experience of our passengers.

Recognising the importance of staying connected for people in their working and private lives, NSW TrainLink partnered with EzyCharge to install device charging facilities in the waiting rooms of 20 regional train stations across the State.

The rollout began in the 2021–22 financial year at Lithgow, Bathurst and Blayney. By October 2022, another 17 EzyCharge stations had been installed at Kingston, Parkes, Wellington, Orange, Albury, Wagga Wagga, Canberra, Dubbo, Cootamundra, Werris Creek, Kempsey, Wauchope, Casino, Coffs Harbour, Grafton, Tamworth and Taree stations.

Each free-standing EzyCharge station provides eight secure and compact charging lockers for phones or tablets, with a range of cable types. These are free for passengers to use while waiting for services or after arriving at stations.

Thriving people doing meaningful work

NSW TrainLink continues to value our people by investing in initiatives to improve safety for our workforce. We have invested in training and leadership programs and found new ways to improve diversity, inclusion, and access and mental health.

Performance

NSW TrainLink's primary measure of workplace safety performance remains the Lost Time Injury frequency rate (LTIFR). This measures the total number of employee injuries that resulted in time lost, as defined in the TfNSW standard, and normalised per million hours worked.
The post-COVID return to business-as-usual activity resulted in an increase in time lost to injuries in 2022–23 in comparison to 2021–22. Physical injuries were largely associated with manual tasks and slips, trips and falls. Psychological injuries included injuries associated with 'near miss' incidents such as trespass and suicide.

Using this data, NSW TrainLink is undertaking targeted programs and initiatives to reduce employee harm. Initiatives that have been implemented to reduce employee injuries include:

- Psychological Injuries and Self-Harm Reduction Program
- Peer Support Volunteer and Mental Health First Aiders Programs
- Update of Critical Incident Support procedure, including use of in-house mental health clinicians and alignment with best practice support model
- Extension of onsite physiotherapy to Wollongong and Mount Victoria, in addition to those at Newcastle and Central, to reduce muscular skeletal injuries
- Safety Leadership Walks, which provide greater visibility to frontline leaders and ensure a more visible safety team for stakeholders. Leaders are provided with structured tools which assist in identifying and mitigating risks that exist in local work areas.

Lost time injuries				
	2020–21	2021–22	2022–23	% change FY 2022–23
Number of lost time injuries (physical)	62	48	85	77.1%
Number of lost time injuries (psychological)	69	48	95	97.9%
Total	131	96	180	87.5%
Lost time injuries frequency rate (physical)	15.31	15.34	26.30	71.4%
Lost time injuries frequency rate (psychological)	22.45	15.34	29.39	91.6%
Total	**37.76**	**31.68**	**55.69**	**75.8%**

Committed to safety

SafeLink – Back to Basics

NSW TrainLink has renewed our focus on safety fundamentals with our 'Safelink – Back to Basics' strategy. The strategy articulates six focus areas: safe operations; rolling stock assurance; safety coordination; safety culture; passenger-centric; and putting people at the heart of our organisation. Since its soft launch in April 2023, the strategy has now been launched to the NSW TrainLink Leadership Group, with full rollout expected by 2026.

Targeted training was also provided for all frontline leaders with a focus on work health and safety and rail safety legislation, as well as their specific accountabilities within the NSW TrainLink Safety Management System. The program establishes a consistent baseline capability that will enable targeted training over the coming year on hazard identification, hazard and injury reporting, incident management, fatigue management and investigation.

Implementation of the Fair Decision Framework

This year both Sydney Trains and NSW TrainLink committed to the adoption of the Fair Decision Framework (FDF) to be applied in all safety investigations and employee conduct matters.

The FDF provides a framework to support fair and consistent assessment of individual or team actions leading to a safety or misconduct incident. It can help identify system deficiencies or patterns that can be addressed to reduce the risk of these events recurring. The current focus is on training employees in the use of the tool and ensuring its effectiveness.

Incident Management Framework

NSW TrainLink implemented a new Incident Management Framework to align with current business structures and to ensure the customer is at the centre of the decision-making process for incidents and emergencies. The Framework facilitates consistent, repeatable decision making and reporting and outcomes during management of incidents.

Three e-Learning packages were developed for key user groups, including the Executive Crisis Management Team, Network Services Control Centre and general awareness for all staff. No specific NSW TrainLink incident management training had previously existed.

Development commenced in January 2022 and the organisation-wide rollout was completed by May 2023.

Safety Risk Assurance

Our Safety Risk Assurance Program systematically reviews NSW TrainLink's safety risks to ensure these are managed and reduced in accordance with the *Rail Safety National Law* (NSW).

The Safety Risk Assurance review methodology involves a higher review frequency for the top 20 safety risks, ensuring that resources are targeted at these higher risks. Additionally, the use of relevant incident statistics as part of the reviews ensures that the risks remain relevant to our changing operational environment.

A change of review methodology was rolled out in the previous financial year and this methodology continued to be implemented in 2022–23. We continue to track against the three-year program on schedule.

Mental Health and Wellbeing

The wellbeing of our people is of paramount importance especially since the frontline workers are exposed to many undesirable hazards on a regular basis.

Our mental health programs aim to support workers' mental and emotional wellbeing and include:

- Mental Health First Aid (MHFA) benefits all workers as part of the healthy workplace initiative, which provides caring, courageous and empowering support in time of need. A total of 86 Mental Health First Aiders were trained this year.
- Rail RUOk? is an annual reminder to keep the conversation on track, empowering rail workers to identify the signs that someone might not be OK and offer guidance on how to listen and how to help. Events occurred at over 50 locations in April 2023.
- Peer Support Volunteers (PSV) are an integral part of the Critical Incident Support (CIS) procedure, which is designed to reduce the potential impact of a traumatic event and provide the necessary time and intervention to aid recovery. This year, 20 volunteers were trained, bringing the total number of PSVs across our network to 84.

A safe workplace

Managing anti-social behaviour pilot program

NSW TrainLink has rolled out a new training module to assist staff deal with a significant increase in anti-social behaviour across the network. Topics included how to identify and successfully de-escalate a situation and how to report an incident. Staff participated in several scenarios designed to replicate a real-life incident. As a result of this training, staff are better equipped to facilitate a safer environment for fellow staff and customers of NSW TrainLink.

Sexual harassment awareness training

NSW TrainLink is committed to fostering a safe and inclusive workplace culture where all workers treat each other with respect. Our Make a Difference Strategy determined that more work is required to ensure that employees are aware of what constitutes respectful behaviour in the workplace ('Know The Line'), what to do and where to seek support if subjected to sexual harassment. People Leaders also need to be empowered and equipped to foster a safe and inclusive workplace, effectively manage sexual harassment concerns and support those who are subject to sexual harassment.

Achievements over the past year include:

- 53 People Leaders attended newly developed sessions tailored specifically for NSW TrainLink
- A network of Harassment Support Officers was established to provide support to employees who may be subject to inappropriate behaviours in the workplace
- 'Know The Line' SharePoint page established, containing resources accessible to all employees to empower our people to 'know the line', understand how to respond when they think a line may have been crossed, how to report incidents and who to go to for support.
- A number of specialist coaching interventions were used to address concerns raised by staff. These coaching sessions focus on early intervention to address inappropriate behaviours.

Investing in our people

Aboriginal Career Development and Mentoring Program (ACDMP)

The ACDMP program connects Aboriginal Transport leaders with senior Transport leaders to support and develop careers and extend the cultural knowledge of non-Aboriginal people.

The program provides Aboriginal staff wishing to step into a leadership role with coaching and mentoring and supports Transport's goal to increase diversity in leadership roles. Participants and mentors come together through a series of workshops, events and regular informal meetings designed to build leadership skills and Aboriginal cultural knowledge.

This 12-month Transport program was initially launched in 2016 and our sixth cohort graduated in 2023.

Uplifting frontline capability

Customer-centric training and career development continues to be a focus for NSW TrainLink, with a group of frontline employees participating in a pilot program to undertake a Certificate III in Business (Customer Engagement) in 2023. This formal qualification was a successful way of embedding the NSW TrainLink customer service vision and service standards within our frontline team.

Additional programs to uplift skills across the organisation were also piloted, with an Area Manager Development Program and a Passenger Service Supervisor Development Program successfully trialled.

Regional crew recruitment

NSW TrainLink worked to increase regional employment by launching campaigns to attract regional crew. Career Journey Programs provide a sustainable workforce supply channel for NSW TrainLink crew, supporting our capacity to deliver train services for the people of NSW. These programs are the initial learning pathway for new trainee drivers and trainee guards. Some 13 guard programs and 10 driver programs have commenced since the initiatives launched in October 2020 and December 2021 for guards and drivers, respectively.

Each program consists of a blend of classroom based and on-the-job learning components. Programs continue to commence every two months and forecasting requirements are aligned to workforce planning data. To date, the programs have delivered 24 new drivers into Central Intercity depot and 86 guards spread across Central Intercity, Mt Victoria, Lithgow and Wollongong depots.

Tailored programs also provide the initial learning pathway for all new Onboard Services and Stations Staff recruits, including passenger attendants and station staff and customer service managers. Programs commence monthly and 12 programs with 39 new Onboard Services employees and 59 new Station Staff were delivered in 2022–23.

Employee engagement

People Matter Employee Survey

The People Matters Employee Survey (PMES) is an annual in-depth survey that measures employee engagement and culture across a range of benchmarks. This data informs the delivery of employee engagement programs with a focus on modernising NSW TrainLink culture. A shorter survey is conducted after six months to validate these action plans.

A total of 63 per cent of our teams across NSW participated in the main survey, with results largely consistent with the 2021–22 financial year which highlighted our top 3 strengths as role clarity and support, job purpose and enrichment, and risk and innovation. Our top 3 areas of opportunity relate to communication and change management, employee voice, and inclusion and diversity.

NSW TrainLink Operations and performance

Financial overview

The 2022–23 financial year has seen passengers steadily return to our services following the COVID-19 lows of the past few years. Even with the increased patronage, the first half of the 2022-23 financial year was impacted by service disruptions from natural disasters, network incidents and protected industrial action during the Rail Enterprise Agreement discussions.

Total income from operations increased by $65.7 million or 83.7 per cent in 2022–23 to $144.3 million. The new travel patterns and behaviours are becoming clearer post COVID-19. With the removal of COVID-19 related travel restrictions and people more confident in travelling, patronage increased in 2022–23 from the COVID-19 lows in 2021–22.

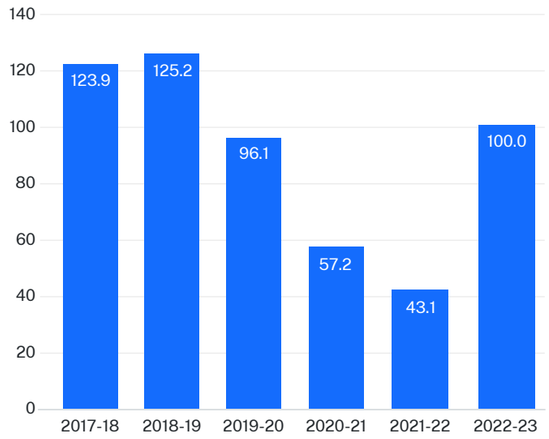
On a reported basis, NSW TrainLink's deficit from operations was $56.5 million in 2022–23. This represented a return to deficit following a surplus from operations in 2021–22 of $2.9 million with continued cost pressures.

Passenger services revenue

Passenger services revenue increased $56.9 million or 132.2 per cent in 2022–23 to $100.0 million. This was the first-time passenger services revenue had exceeded $100 million since 2018–19 (pre COVID-19). In 2022-23, regional passenger services revenue exceeded pre-COVID-19 levels while intercity passenger services revenue recovery is slower and remained under pre COVID-19 levels. However, the intercity passenger service revenue recovery was stronger in the second half of 2022–23.

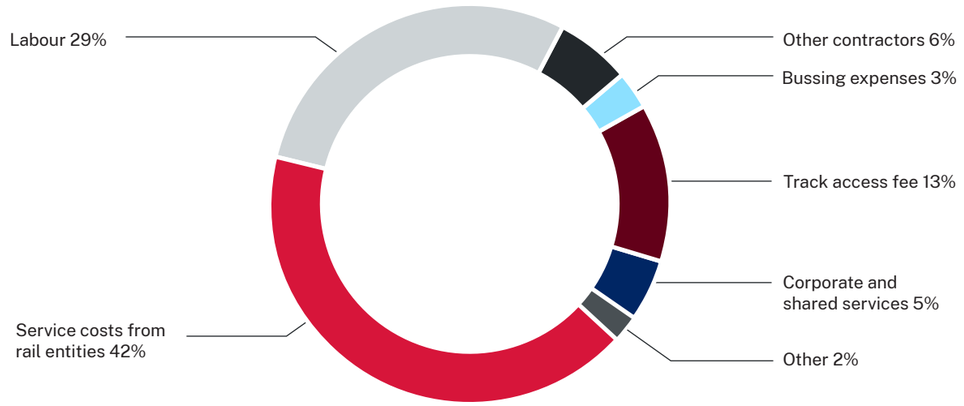
The passenger services revenue mix is changing and being reset in-line with new travel patterns post COVID-19. The regional passenger services revenue is benefiting from the return to more leisure travel while the intercity passenger services revenue is being impacted by lower commuter travel as people continue to work from home.

Figure 1: Passenger services revenue ($m)



Operational expenditure 2022–23

Total reported operating expenses increased by $125.2 million or 10.9 per cent to $1,270.2 million in 2022–23. The costs from other rail entities increased $67.9 million or 17.0 per cent in 2022–23 following lower infrastructure and fleet maintenance activity in 2021–22 with a combination of less distance travelled and service changes during COVID-19 along with lower infrastructure maintenance during protected industrial action. Track access fees increased $61.3 million or 71.2 per cent. Labour increased $28.6 million or 9.5 per cent linked to the finalisation of the Rail Enterprise Agreement.



Government contributions

Government contributions were stable at $1,069.4 million in 2022–23 to help fund the operations of NSW TrainLink.

Capital projects

NSW TrainLink's capital investment program increased $1.8 million or 49.9 per cent to $5.4 million in 2022–23 after COVID-19 related delivery challenges in 2021–22. The projects delivered in 2022–23 included information technology upgrades, safety upgrades at train stabling yards, staff training facility improvements, station carpark uplifts at regional stations and customer experience enhancement trials including charging stations.

Investment Performance

Treasury policy mandates NSW Trains to maintain all cash with Westpac Banking Corporation under the Treasury Banking System. Interest income is in line with the return of the mandated account at a rate of 2.94 per cent for the year.

Future sustainability

Future sustainability is a focus area for NSW TrainLink. We are working with our people, partners, and communities to not only improve services but to manage growing cost pressures by reviewing activities that are not valued by our passengers and communities.

Natural disasters

The wet weather and natural disasters during 2022–23 disrupted services across the NSW TrainLink network. Services on the Blue Mountains line were disrupted in July 2022 following a landslide near Blackheath. The heavy rain and flooding across the Central West in October 2022 disrupted services on the Broken Hill line for several months.

Land and property disposal

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

Research and development

There were no research and development projects undertaken by NSW TrainLink in 2022–23.

Implementation of Price Determination

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

On 4 July 2022, Opal fares were increased on average by 3 per cent, less than the 5 per cent average annual recommendation from IPART. Some fares such as the 0–3 kilometre bus and light rail fares, and the $2.50 Gold Senior/ Pensioner card and $50 weekly caps were not increased.

“The coaches are very comfortable, and the driver was very informative”

NSW TrainLink passenger testimonial

04

Management and accountability

Executive and employee remuneration

Senior executive remuneration

In 2022–23, the percentage of total employee expenditure relating to senior executives was 2.4 per cent compared with 1.6 per cent in 2021–22.

Table 2: Number and remuneration of senior executives

Transport senior service level	Female	Male	Total	Average total remuneration package
TSSE Band 3				
2022–23	0	0	0	–
2021–22	0	0	0	–
2020–21	0	0	0	–
TSSE Band 2				
2022–23	0	1	1	$379,217
2021–22	0	1	1	$371,781
2020–21	0	0	0	–
TSSE Band 1				
2022–23	6	11	17	$259,325
2021–22	5	12	17	$256,380
2020–21	5	13	18	$243,369
2022–23 total	**6**	**12**	**18**	
2021–22 total	**5**	**13**	**18**	
2020–21 total	**5**	**13**	**18**	

Employee remuneration

Table 3: Total employee headcount by salary band

Annual salary	2020–21 total count			2021–22 total count			2022–23 total count		
	F	M	Total	F	M	Total	F	M	Total
<$50,000	0	0	0	0	0	0	0	0	0
$50,001 –$75,000	327	673	1,000	353	718	1,071	265	334	599
$75,001 –$100,000	100	677	777	102	711	813	203	1,033	1,236
$100,001 –$125,000	37	115	152	38	77	115	42	104	146
$125,001 –$150,000	24	73	97	26	76	102	27	72	99
>$150,000	40	39	79	25	52	77	39	97	136
Total	**528**	**1,577**	**2,105**	**544**	**1,634**	**2,178**	**576**	**1,640**	**2,216**

Overseas travel

Table 4: Overseas travel

Officer	Destination	Purpose
Director Network Services	Beasain, Spain	For Regional Rail Project (RRP) Technical Subject Matter Expert to visit the Construcciones y Auxiliar de Ferrocarriles, S.A (CAF) design and production facility in Beasain, Spain.

Legal change

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

Significant judicial decisions affecting the agency or users of its services

Application by Sydney Trains and NSW Trains [2023] FWCFB 52

The Full Bench of the Fair Work Commission considered two questions arising out of a bargaining dispute between Sydney Trains, NSW Trains and a number of unions in relation to the *Sydney Trains and NSW Trains Enterprise Agreement 2022* (the 2022 Agreement). The parties agreed that the Commission should arbitrate the two questions which concerned matters which were not resolved to finality as part of the 2022 Agreement. The questions were: (1) what increases to remuneration should apply or the Commission award effective between 1 May 2021 and 30 April 2024; and (2) should the Higher Standards Cleaning allowance (HSC Allowance) (or any component of it) be paid to Customer Service Attendants (CSAs) who perform cleaning duties.

In summary, the Full Bench awarded wage increases, in addition to those provided for in the 2022 Agreement, of an additional 1 per cent operative from 1 May 2022 and an additional 1 per cent operative from 1 May 2023. It acknowledged that these amounts constituted an evaluative judgment of what was fair and reasonable.

In terms of the scope of the HSC Allowance, the Full Bench considered it to be inequitable and impractical to pass on any component of the HSC Allowance to CSAs, as their work involved in cleaning hazardous waste was already encompassed in their remuneration.

Audit and risk management

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

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

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

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

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

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

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

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

In terms of the importance of managing operational risk, significant focus continues on managing safety risk exposures so far as is reasonably practicable, in accordance with the *Rail Safety National Law* (NSW). A Safety Risk Register (SRR), an integral part of the organisation's rail safety accreditation, continues to evolve and mature as hazards, causes and controls are reviewed in light of operational events, risk assessments and investigation findings. The content of the SRR is assured through several levels of coordinated activity, including:

- Reviews facilitated by the Safety team with subject matter experts from across the business to review causes, consequences and controls for each risk, and identify further actions to minimise the risk so far as is reasonably practicable.
- Updates in response to investigation findings following significant incidents or, on occasion, previously unseen minor incidents.
- Where the Safety team become aware of gaps in descriptions of causes, consequences or controls, or where descriptions must be updated in response to changes, e.g. new procedures, processes or technology.

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

Internal audit and risk management policy attestation

NSW Trains

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

29 August 2023

Dear Ms Curtin,

TPP20-08 Internal Audit and Risk Management for the NSW Public Sector – NSW Trains Attestation Statement for 2022-23

Please find attached the NSW Trains Internal Audit and Risk Management Attestation Statement for the 2022-23 financial year in accordance with NSW Treasury's Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08).

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

If you have any further questions, Rowena Tam, Acting Executive Director Internal Audit and Fraud & Corruption Prevention, would be pleased to take your call on +61 412 088 380.

Yours sincerely,

Dale Merrick
Acting Chief Executive
NSW Trains

NSW TrainLink Management and accountability

NSW Trains

Internal Audit and Risk Management Attestation Statement for the 2022-23 Financial Year for NSW Trains

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

Core Requirements

Risk management framework		Status
1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency	Compliant
1.2	The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018	Compliant
Internal audit function		**Status**
2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose	Compliant
2.2	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice of Internal Auditing	Compliant
2.3	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		**Status**
3.1	The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.2	The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

NSW Trains

Shared Arrangements
I, Dale Merrick, advise that NSW Trains has entered into an approved shared arrangement with the following department/agencies:

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

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

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 Chair	Ken Barker	27 November 2022	26 November 2025
Independent Member	Christine Feldmanis	6 September 2017	5 September 2022
Independent Member	Akiko Jackson	6 September 2022	5 September 2025
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

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

Dale Merrick
Acting Chief Executive
NSW Trains

Date:

Agency Contact Officer:
Rowena Tam, Acting Executive Director Internal Audit and Fraud & Corruption Prevention (Acting Chief Audit Executive)

NSW Trains Cyber Security Policy attestation statement

Cyber Security Annual Attestation Statement for the 2022-2023 Financial Year for NSW Trains

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

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

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

NSW Trains manages 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 a network of steering committees, portfolio boards and subject matter experts to manage the cyber-security maturity and cyber initiatives across the cluster.

NSW Trains's cyber incident response plan undergoes regular updates and is tested annually. NSW Trains has Information Security Management Systems (ISMS) in place and is committed to maturing cyber security controls.

This attestation covers the following agencies:
- NSW Trains

Dale Merrick

Chief Executive

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 NSW TrainLink.

The Privacy Management Plan:

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

In addition, Transport's operating agencies, including NSW TrainLink, 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 2022–23, advice was available to NSW TrainLink on privacy compliance and best practice.

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

Access to government information

Obligations under the *Government Information (Public Access) Act 2009*

Under section 7 of the *Government Information (Public Access) Act 2009* (NSW) (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once annually.

Performance data and other information about NSW TrainLink is available on the Transport for NSW website. Processing times may mean that not all applications are received and resolved within the same reporting period.

Number of access applications received

During the reporting period, NSW TrainLink received a total of 20 access applications (including withdrawn and transferred applications but not invalid applications).

Number of refused applications for Schedule 1 information

In 2022–23, one application was refused by NSW TrainLink.

Table 5: 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	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	1	0	0	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	2	0	0	3	0	1	0	0
Members of the public (other)	4	2	1	0	0	0	0	1
Total	**6**	**3**	**1**	**3**	**0**	**1**	**0**	**1**

More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 6.

Table 6: Number of applications by type of application and outcome

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information in held	Application withdrawn
Personal information applications	0	1	0	0	0	0	0	0
Applications (other than personal information applications)	4	2	0	2	0	0	0	1
Applications that are personal information applications and other applications	2	0	1	1	0	0	0	0
Total	**6**	**3**	**1**	**3**	**0**	**0**	**0**	**1**

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 of Schedule 4 of the Act) about the applicant (the applicant being an individual).

Table 7: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	2
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	2
Invalid applications that subsequently became valid applications	1

Table 8: 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	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
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 1 (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 such consideration is to be recorded (but only once per application). This also applies in relation to Table 9.

Table 9: Other public interest consideration against disclosure: matters listed in table to section 14 of the GIPA Act

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	3
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate freedom of information legislation	0

Table 10: Timeliness

	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	15
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	**15**

Table 11: Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome)

	Decisions varied	Decisions upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	1	1
Internal review following recommendation under section 93 of the Act	0	0	0
Review by NSW Civil and Administrative Tribunal (NCAT)	0	0	0
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 Information Commissioner.

Table 12: Applications for review under Part 5 of the GIPA Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	0

Table 13: 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	4

Public interest disclosures

NSW TrainLink's actions to meet its staff awareness responsibilities under section 6E(1)(b) of the *Public Interest Disclosures Act 1994* (NSW) include:

- Public Interest Disclosures Procedure
- Code of Conduct
- information and links contained on the Transport website
- information contained on the NSW TrainLink intranet
- information communicated via briefing papers and staff communication.

Table 14: Public Interest Disclosures for NSW Trains 2022–23

Information requested	Number
Number of public officials who have made public interest disclosures to NSW Trains	3
Public interest disclosures made by public officials in performing their day-to-day functions	0
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures	3
Number of public interest disclosures received by category	
Corrupt conduct	3
Maladministration	0
Serious and substantial waste of public money or local government money	0
Government information contraventions	0
Local government pecuniary interest contraventions	0
Number of public interest disclosures received	**3**
Number of public interest disclosures finalised	**3**

05

Sustainability

Image: Regional road and railway line in country NSW

Modern Slavery Act reporting

Organisational commitment

Modern slavery has no place in NSW TrainLink's delivery of safe, sustainable, and integrated passenger journeys. At TrainLink, consideration of the rights and treatment of people in our supply chains is a critical element of how we operate.

We recognise our opportunity and responsibility to protect the rights of individuals within our organisation and to work with our supply partners to identify, mitigate and remediate any potential existence of modern-day slavery that exists in our supply chain today.

Governance and procurement at NSW TrainLink

Procurement at NSW TrainLink is governed by the Transport for NSW Goods and Services Procurement Standard based on the NSW Procurement Policy Framework. Transport for NSW continues to work in partnership with the Anti-Slavery Commissioner's office as well as participate actively in whole-of-government initiatives such as the Modern Slavery Risk Services pilot to build a unified approach to tackling the serious issue of modern slavery risk in government supply chains.

The following forums oversee the management of modern slavery risks:

- The Transport for NSW Anti-Slavery Working Group is comprised of representatives from each division of Transport for NSW including NSW TrainLink. The Modern Slavery Working Group drives the commitments made under the Transport for NSW Modern Slavery Statement.
- In 2022, a harmonised Transport for NSW Goods and Services Procurement Policy Framework was developed by Transport for NSW. This consolidated various procurement frameworks across the Transport portfolio to ensure a consistent approach to due diligence and risk management practices. NSW TrainLink has embedded the new Transport for NSW Procurement framework, where NSW TrainLink Goods and Services Procurement activities are managed by the centralised procurement team in Transport for NSW to ensure consistency.
- NSW TrainLink utilises the Transport for NSW Risk Navigation Tool (RNT) to plan and assess the inherent risk of goods and services procurement. The RNT covers 11 key supplier risks, including modern slavery risk. The risks have been prioritised based on business operations, compliance obligations and buying categories. The RNT provides guidance around categories, industries and materials subject to an inherent risk of modern slavery. Where NSW TrainLink identifies a specific procurement as having a high inherent risk of modern slavery, additional due diligence and controls are required through the procurement lifecycle.

Issues raised by the Anti-slavery Commissioner

There were no issues (significant or other) raised by the Anti-Slavery Commissioner during 2022–23.

Environmental management

The NSW Environment Protection Authority (EPA) issues Environment Protection Licences (EPLs) to rail operators conducting railway activities including rolling stock operations, railway infrastructure operations and railway construction work.

NSW TrainLink holds an EPL (#21369) for rolling stock operations. This EPL seeks to reduce air and noise impacts on the community by allowing only the operation of locomotives, listed on the EPA's Locomotive Class Register, requiring written EPA approval to operate a new locomotive class subject to compliance with noise and air emissions limits, conditions and pollution studies and monitoring and reporting requirements in relation to pollution incidents and pollution complaints.

Condition M5.3 In Service locomotive noise testing requires NSW TrainLink to conduct noise testing for each locomotive operating on a Licensed Rail Network. NSW TrainLink with its maintainer (Sydney Trains) developed a program to conduct in service noise testing on 65 Xplorer, Endeavour and Hunter Rail Cars during the 2022–23 financial year.

The favourable results provided NSW TrainLink with a set of baseline data and the ability to adjust the program to enable ongoing verification testing, with no impact to customers or timetable.

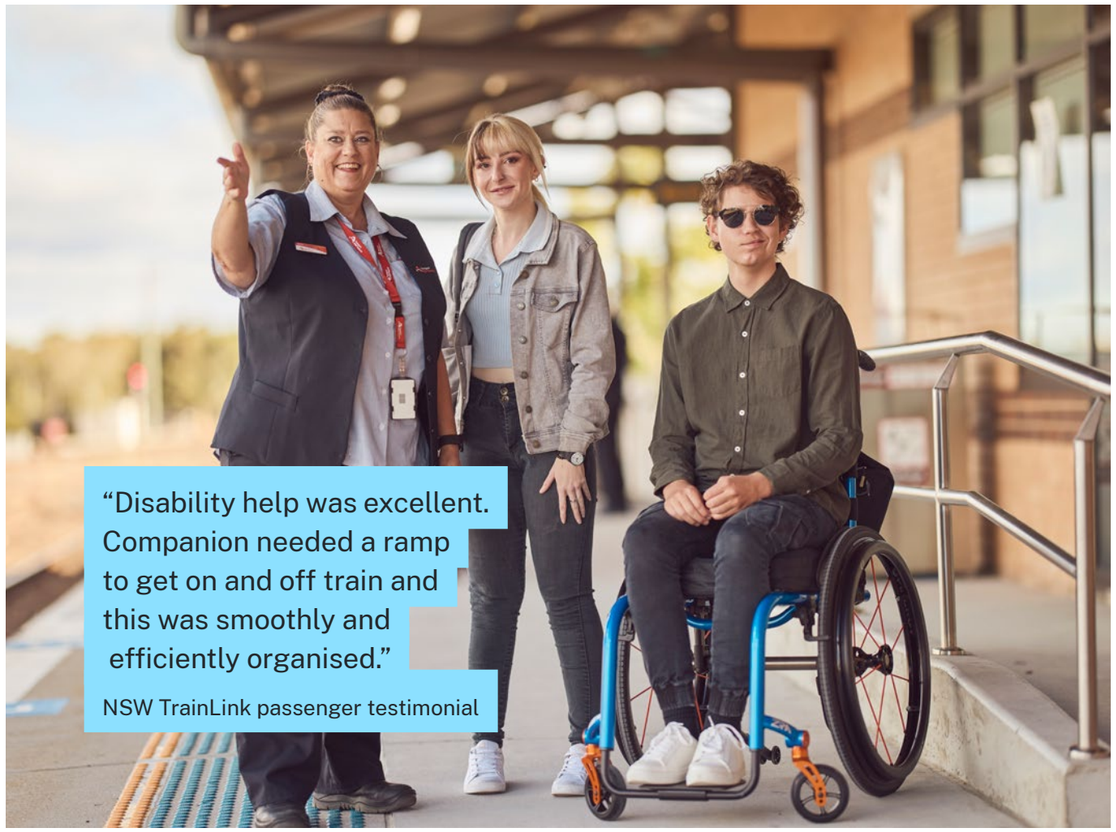
Disability Inclusion Action Plan

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

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

NSW TrainLink worked to deliver on Transport's DIAP. For achievements during 2022–23 on what we did to create more liveable communities for people with a disability, see pages 35–36.

Transport has started developing its next Disability Inclusion Action Plan 2023–2027, in alignment with current State and national strategies. In late 2022, Transport for NSW listened to over 600 people with disability via online and face-to-face consultations to discover priorities for the next DIAP. These consultations also engaged with the families and supporters of people with disability, as well as representative organisations and service providers for a wide range of viewpoints. NSW TrainLink will work with Transport for NSW to deliver on the actions that arise from the next DIAP.



Transport's Reconciliation Action Plan 2022–2025

At Transport, we are deeply committed to reconciliation as we work towards a more equal and respectful future for Aboriginal and Torres Strait Islander peoples and communities.

Over the last three years, we have utilised our 'Innovate' Reconciliation Action Plan (RAP) as a platform for learning from and engaging with community. Our key focus for Transport's 'Stretch' RAP 2022–2025 is to achieve greater alignment across Transport and across government, and ensure this is reflected in our work with community.

Our Stretch RAP builds on the progress we have made to date by further embedding our RAP focus areas to become business as usual and move our focus to long-term strategies that support government commitments, and continuous improvements for increasing Aboriginal and Torres Strait Islander employment, procurement, and community engagement opportunities.

Key priorities for Transport's Stretch RAP 2022–2025 include:

- Meaningful and collaborative community engagement in planning and designing Transport's infrastructure that values connecting to country and the unique lived experiences of Aboriginal people.
- Influencing community economic development by implementing the NSW Government Procurement Policy through Transport's Aboriginal Participation Strategy.
- Implementing and embedding Transport's Aboriginal Cultural Learning Framework to enhance cultural safety, cultural awareness and learning outcomes, including truth telling.
- Increased Aboriginal recruitment and retention of Aboriginal employees through our Aboriginal Employment Strategy.

We have committed to ensuring transparency on our progress through our external Future Transport website, which shares information about our commitments, our progress and our recent case studies.

Key achievements for 2022–23 include:

- Launch of the RAP in early 2023 through a series of eight roadshows across NSW to connect with our employees and the communities in which we operate.
- Establishment of a new governance model in February 2023 with a Reconciliation Steering Committee chaired by our Chief People Officer, to drive accountability and responsibility to implement our reconciliation commitments at both the enterprise and divisional level.
- Annual events including National Reconciliation Week and NAIDOC Week were acknowledged and celebrated across the organisation.
- The Aboriginal Career Development and Mentoring Program (ACDMP) connects Aboriginal Transport leaders with senior Transport leaders to support and develop careers and extend the cultural knowledge of non-Aboriginal people. This year the sixth cohort of graduates completed the 12-month program.

Work health and safety performance

NSW TrainLink health and safety responsibilities are managed through the Safety Management System which meets the obligations under the *Work Health and Safety Act 2011* (NSW) (WHS Act). We have comprehensive health and wellbeing programs to support our workers.

NSW TrainLink is a licenced self-insurer for workers' compensation under the *Workers Compensation Act 1987* (NSW). Claims management and return to work services are provided by Transport for NSW.

In accordance with the provisions of section 38 of the WHS Act, NSW TrainLink reported nine incidents involving serious injury to a customer to SafeWork NSW.

Table 15: Work health and safety performance

Performance indicator	2021–22	2022–23
Notifiable incidents to SafeWork	1	9
LTI due to workplace related injury or illness	97	180
LTIFR per million hours	31	55.69
Total claims LTI	87	107
Total claim cost ($ millions)	3.46	6.1
Prosecutions reported	0	0
Prosecutions under the Act	0	0
Workplace safety Inspections (Leadership walks)	232	1955

Workforce diversity

Information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements. Our commitment is to build an inclusive workplace that values the contribution of all our people, regardless of gender, race, religion, cultural background, sexual preference or ability, and reflects the diversity of the customers and communities we serve. Developing a workplace culture of respect and inclusivity is important to us.

Table 16: Representation of workforce diversity groups within NSW TrainLink

Workforce diversity group	Benchmark (by 2025)	2021	2022	2023
Women in the workforce	50.0%	26.1%	25.0%	26.0%
Women in senior positions	46.4%	44.4%	32.8%	38.2%
Aboriginal and Torres Strait Islander people	3.7%	2.6%	2.5%	2.6%
People whose first language spoken as a child was not English	23.2%	3.4%	3.4%	3.61%
Employees with disability	6.0%	2.4%	2.1%	2.6%
Employees with disability requiring work-related adjustment[1]	1.5%	1.9%	2.2%	1.7%

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

Note 1: Transport has committed to achieving 40% representation by women by 2025, taking into account the traditional male-dominated work delivered by Transport.

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.

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Appendices

Image: NSW TrainLink staff assisting commuter boarding XPT regional train

Appendix 1: Customer complaints and feedback

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

Complaints, compliments, enquiries and suggestions about NSW TrainLink can be made online via several channels:

- Our website (transportnsw.info)
- Mobile apps such as Feedback2Go and Opal travel, available for both Android and iOS devices
- Twitter
- Facebook chat

Customers without access to digital channels may lodge feedback via 131 500 or by mail.

During 2022–23 NSW TrainLink received 8,887 customer feedback cases via our primary feedback channels (web, phone and letter), a 92 per cent increase when compared to 2021–22. The number of complaints in prior years were impacted by lower patronage due to COVID-19, while in 2022–23 regional patronage increased to pre-COVID levels. Complaints per 1,000 trips remained steady at 0.18.

- 5,443 (61 per cent) of complaints were received with the top three issues being timeliness of services, comfort and limited service information.
- 1,716 (19 per cent) of enquiries were made primarily due to ticketing services (refunds and rebooking requests) and limited service information (trip planning, hardcopy of timetables, etc).
- 976 (11 per cent) of feedback received included suggestions and observations by our customers with the majority requesting additional information to be provided to customers.
- 752 (8 per cent) of compliments were received with the majority complimenting our staff and customer service.

In 2022–23, Transport for NSW managed five complaints from the NSW Ombudsman relating to NSW TrainLink.

Table 17: Customer feedback

	2021–22	2022-23
Complaints	2,840	5,443
Compliments	374	752
Enquiries	926	1,716
Feedback	474	976
Total	**4,614**	**8,887**

NSW TrainLink aims to deliver positive and consistent experiences for passengers, utilising feedback to continually refine and improve the service offering. Regional connectivity trials and Bikes on XPT prototype design have been a significant area of focus. Customer improvement initiatives delivered as a result of feedback included a simplified onboard menu including dietary options, complimentary activity books for kids, a streamlined luggage allowance process, a Customer Experience Management Program (CXMP), and Customer Service hub trial where positive customer experience feedback is shared and celebrated.

NSW TrainLink saw a 1.8 per cent increase in Twitter interactions, supporting customers with trip planning and service changes.

Table 18: Twitter followers

	2021–22	2022-23
@TrainLinkWest	7,063	7,228
@TrainLinkNorth	11,964	12,151
@TrainLinkSouth	7,278	7,421
Total	**26,305**	**26,800**

Phone contact

NSW TrainLink operates the 13 22 32 phone number 24/7 for recorded arrival and departure times, with customer service agents available to take customer enquiries and bookings between 7 am and 10 pm. Call volumes in 2022–23 grew by 52 per cent, with 66 per cent of the 497,429 calls answered by a customer service agent within 60 seconds.

Appendix 2: Multicultural policies and services

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

- deliver services in a culturally and linguistically diverse (CALD) society; and
- build a culturally competent organisation that ensures workforce diversity and inclusion.

We continued to provide accessible and inclusive transport services to passengers from culturally and linguistically diverse backgrounds, and foster a culture of acceptance, inclusiveness, respect and belonging for all employees.

Transport established a new employee resource group aimed at focusing on understanding the lived experience of culturally diverse employees, and will inform the internal focus areas within Transport's Cultural Inclusion Plan (under development). NSW TrainLink will work with Transport for NSW to deliver on the actions that arise from these plans.

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

Appendix 3: Disclosure of controlled entities and subsidiaries

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

Appendix 4: Payment of accounts

Table 19: Outstanding invoices by age at the end of each quarter

Quarter	Current (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 (excluding credit payments) $ millions					
September	0.05	0	0	0	0
December	1.5	0.24	0	0	0
March	0.11	0	0	0	0
June	0.1	0	0	0	0
Small business suppliers (excluding credit payments) $ millions					
September	0	0	0	0	0
December	0	0.05	0	0	0
March	0	0	0	0	0
June	0	0	0	0	0

Table 20: Accounts paid on time within each quarter

Quarter	September	December	March	June
Supplier				
Number of accounts due for payment	3,137	2,417	5,052	4,770
Number of accounts paid on time	3,118	2,417	5,042	4,768
Actual percentage of accounts paid on time (based on number of accounts)	99.39%	100.00%	99.80%	99.96%
Dollar amount of accounts due for payment ($ million)	168.31	277.17	260.81	240.91
Dollar amount of accounts paid on time ($ million)	168.2	277.17	260.8	240.76
Actual percentage of account paid on time (based on $)	99.94%	100.00%	100.00%	99.94%
Small business suppliers				
Number of accounts due for payment to small businesses	246	171	143	158
Number of accounts due to small businesses paid on time	241	171	136	158
Actual percentage of small business accounts paid on time (based on number of accounts)	97.97%	100.00%	95.10%	100.00%
Dollar amount of accounts due for payment to small businesses ($ million)	3.13	2.52	1.74	2.27
Dollar amount of accounts due to small businesses paid on time ($ million)	3.12	2.52	1.73	2.27
Actual percentage of small business accounts paid on time (based on $)	99.38%	100.00%	99.35%	100.00%

Appendix 5: Annual reporting compliance checklist

Requirement	Description	Section
Acknowledgement of Country		Acknowledgement of Country
Letter of submission	• Stating report submitted to Minister for presentation to Parliament • Provisions under which the report has been prepared • If applicable, length of lateness in submitting report and reasons • If no application for extension, reasons for lateness and lack of application • Signed by accountable authority	Letter to the Ministers
Aims and objectives	• What the agency is set out to do • Range of services provided • Clientele / community served	About NSW TrainLink
Management and structure	• Names, offices and qualifications of principal officers • Organisation chart indicating functional responsibilities	Our Executive; Our structure
Charter	• Manner in which and purpose for which the agency was established	About NSW TrainLink
Strategic objectives and / or outcomes	• Key agency strategic objectives and/or outcomes • Current and future strategic plans to accomplish outcomes and objectives	Delivering on our purpose; Our strategic direction
Management and activities	• Describe nature and range of activities • Qualitative and quantitative performance measures showing efficiency and effectiveness (if practicable) • Nature and extent of internal and external performance reviews conducted and resulting improvements in achievements • Benefits from management 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	Delivering outcomes for the people and communities of NSW
Summary review of operations	• Narrative summary of significant operations • Financial and other quantitative information for programs or operations	Financial overview
Land disposal	• If value greater than $5,000,000 & not sold by public auction or tender – list of properties – for each case, name of person who acquired the property & proceeds • Details of family or business association between purchaser & 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*	Land and property disposal
Research and development	• Completed and continuing research and developmental activities including resources allocated unless this will adversely affect business.	Research and development projects
Implementation of Price Determination	• If agency subject to determination or recommendation of Tribunal then: – Statement that it was implemented and details of implementation; or • Reasons for not being implemented.	Implementation of Price Determination
Performance information	• Agencies are to report performance information using a method they find appropriate. Two possible methods are outlined below: – Method 1: Reporting performance information with a connection to Cluster Outcomes & Business Plans and / or against the agency's own objectives / outcomes supporting its Cluster Outcomes – Method 2: Including performance information to report to what extent the agency achieved its strategic objectives / Business plan for the period	Connecting our customers' whole lives; Successful places for communities; Transport systems and solutions enabling economic activity; Thriving people doing meaningful work

Requirement	Description	Section
Numbers and remuneration of senior executives	• 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.* Agencies must base their senior executive disclosures on bands set out in Treasury's Annual Report Frequently Asked Questions.	Executive and employee remuneration
Human resources	• Number of officers and employees by category & compared to the prior year	Executive and employee remuneration
Consultants	In respect of the engagement during the annual reporting period of a consultant by or on behalf of the agency (other than the NSW Trustee or the Senate, Board of Governors or Council of a university), the following details - • For each engagement costing equal to or greater than $50,000: – 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: – Total number of engagements – Total cost Or a statement that no consultants used	Not applicable – NSW TrainLink did not engage any consultants during this annual reporting period

Requirement	Description	Section
Promotion	Overseas visits by officers and employees with main purposes highlighted e.g. to promote investments in NSW	Overseas travel
Requirements arising from employment arrangements	• TC15-07 ("Financial and Annual Reporting requirements arising from personnel service arrangements") sets out additional requirements where agencies provide or receive personnel services from one or more other agencies	Not applicable
Legal Change	• Changes in Acts and subordinate legislation Significant judicial decisions affecting agency or users of its services	Legal change
Economic or other factors	• Factors affecting achievement of operational objectives	Not applicable
Events arising after the end of the annual reporting period	• After the end of the annual reporting period, events having a significant effect on: – Financial operations – Other operations – Clientele/community served	Volume 2, Note 20: Events occurring after reporting date
Risk management and insurance activities	• Report on the risk management & insurance arrangements and activities affecting the agency	Audit and risk management
Internal audit and risk management policy attestation	• Agency's heads must: – 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 Annual Report, adjacent to the requirement to disclose 'risk management and insurance activities' • The above requirement does not apply to SOCs and universities.	Internal audit and risk management policy attestation

Requirement	Description	Section
Cyber Security Policy attestation	• Agency's heads must include an annual report attestation statement addressing the following: – 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	NSW Trains Cyber Security Policy attestation statement
Compliance with the Privacy and Personal Information Protection Act 1998	• Statement of the action taken by the agency 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 agency under Part 5 of the PPIPA.	Privacy Management Plan

Requirement	Description	Section
Government Information (Public Access) Act 2009 reporting	• 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. Report the following; • Number of public officials who have made a public interest disclosure (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: – corrupt conduct – maladministration. – serious and substantial waste of public or local government money – government information contraventions – local government pecuniary interest contraventions	Access to Government Information
Public Interest Disclosures	• 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 *Public Interest Disclosures Act 1994* (PIDA) have been met. In relation to the first two points above, report separately; • Public Interest Disclosures (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	Public interest disclosures

Requirement	Description	Section
Other information	• 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 agency's website)	Inside front cover
Workforce Diversity	• Agencies 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 • Agencies must report on the workforce diversity achievements during the reporting year and the key workforce diversity strategies proposed for the following year • Universities which are prescribed for the purposes of workforce diversity, under the *Government Sector Employment Regulation 2014,* are encouraged to continue to include workforce diversity information, in the same terms, in their annual reports	Workforce diversity
Disability Inclusion Action Plans	• If the agency 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	Disability Inclusion Action Plan
Work Health and Safety	• Statement setting out WHS performance • Details of injuries and prosecutions under the *Work Health and Safety Act 2011*	Work health and safety performance
Modern Slavery Act 2018 (NSW) reporting	• Statement of the action taken by the agency in relation to any issue raised by the Anti-slavery Commissioner during the financial year then ended concerning the operations of the agency and identified by the Commissioner as being a significant issue. • Statement of steps taken to ensure that goods and services procured by and for the agency during the financial year then ended were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018.*	Ensuring sustainable procurement practices

NSW TrainLink Appendices

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NSW Trains
(trading as NSW TrainLink)
Administration Building
4 Lowden Square
Wollongong NSW 2500

www.nswtrains.nsw.gov.au

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