
NSW TrainLink

Corporate Plan 2023-2024



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Transport
NSW TrainLink

www.nswtrainlink.com.au

Sympco Coaches

1433

Contents

Acknowledgment of Country	4
Acting Chief Executive’s message	5
About us.....	6
Network maps.....	8
Transport cluster context.....	10
Strategic landscape	10
Vision for our future	10
For customers – Connecting our customers’ whole lives	14
For communities – Successful places	16
For the people of NSW – Transport systems and solutions that enable economic activity	18
For the people of NSW TrainLink – Thriving people doing meaningful work	19
NSW TrainLink strategic objectives and business priorities.....	21
Bringing it all together	24
Implementation and reporting.....	27

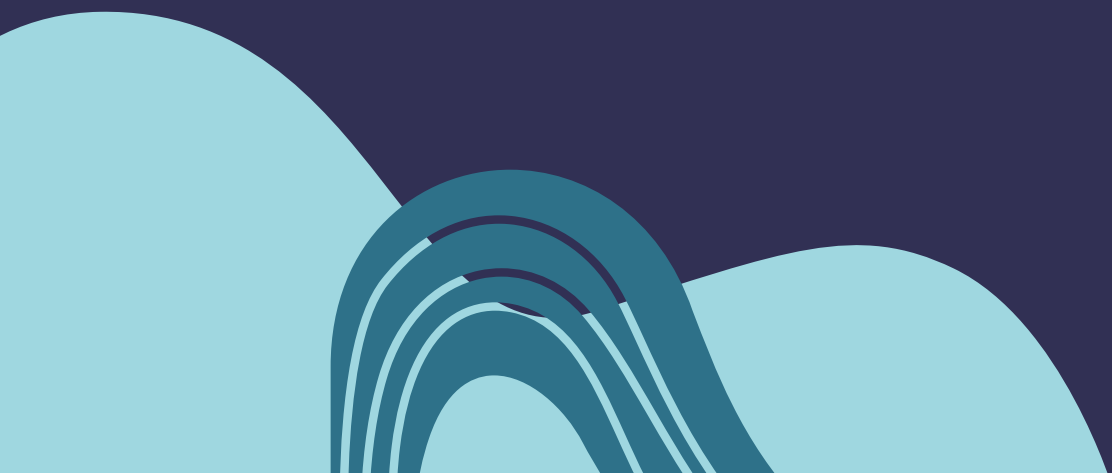
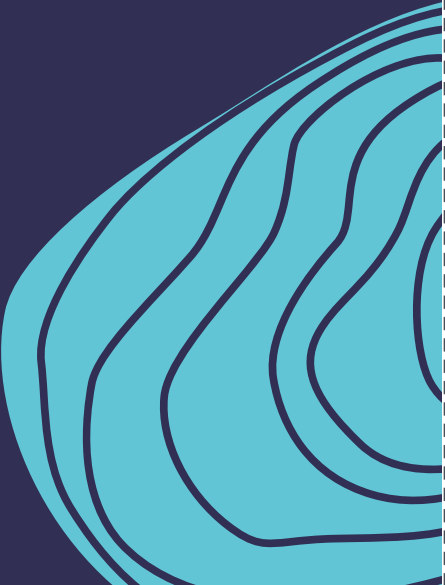
Acknowledgment of Country



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.



Acting Chief Executive's message



I am pleased to present the NSW TrainLink 2023-24 Corporate Plan, which sets out our vision, strategic objectives and key initiatives for the forthcoming financial year.

I am impressed with the achievements we have made over the past year despite the ongoing challenges facing our organisation and I look forward to building on our successes. Over the past few years, our customers have been impacted by natural disasters, including significant floods across the state. Our teams have met these challenges head-on and have kept our customers and their communities safe and connected.

COVID-19 continues to impact our organisation with significant changes to customer demand and shifts in future service needs. Our corporate plan reflects this with a regional and outer metropolitan service offering that meets our customers' changing needs while supporting local economies and promoting growth throughout NSW.

NSW TrainLink is also looking to the future and taking action today to support the future needs of our communities. We're doing this by continuing to invest in our intercity and regional fleets, building operational resilience so we can support our customers when they need us the most, and striving to become a modern and sustainable customer service provider.

The work we are doing now, will mean our customers will be able to enjoy seamless journeys across all modes of transport, with NSW TrainLink playing a key role in their end-to-end journey. We will help communities to thrive by enabling economic growth and contributing to the social and environmental wellbeing of the communities we serve.

Our people continue to be our most valuable asset at NSW TrainLink. We're fostering a work environment where everyone feels safe, valued, and supported. We also want our people to be known for their excellent customer service and we want them to be ready to meet the changing needs of our customers in the long-term.

We have a clear vision for the future of NSW TrainLink and we're excited to bring this vision to life for our customers and their communities. The strategic objectives and key priorities outlined in this corporate plan set out how we'll realise our vision and strive to exceed the expectations of our customers each time they make NSW TrainLink part of their journey.

The continued success of NSW TrainLink relies on the dedicated people that operate our trains and coaches, deliver our infrastructure, and serve our customers. I look forward to sharing this journey over the next year with all our employees to continue to deliver excellent services for our customers.

Dale Merrick

A/Chief Executive, NSW TrainLink

About us

NSW TrainLink is part of the Regional and Outer Metropolitan Division within Transport for NSW.

As a Transport agency, we provide rail and coach services that deliver integrated transport solutions and improved transport outcomes for communities while stimulating the economy of regional and outer metropolitan NSW.

NSW TrainLink serves commuters between Sydney, the Blue Mountains, Newcastle, the South Coast and the Southern Highlands as well as travellers across the state and into Brisbane, Melbourne, Adelaide and Canberra.

We connect our customers with major cities and regional centres across NSW to provide access to medical, educational and leisure services. We also support local economies and tourism by bringing visitors to regional areas.

NSW TrainLink's annual operating budget of \$1 billion enables us to connect people and communities across NSW by providing excellent transport services to our customers.

We also use this budget to deliver outcomes for our customers and our organisation that align with the accountabilities and deliverables of the Regional and Outer Metropolitan Division and Transport's four Outcomes:

- Connecting our customers' whole lives
- Successful places for communities
- Transport systems and solutions enabling economic activity
- Thriving people doing meaningful work.

At NSW TrainLink our customers are at the centre of everything we do, and we are committed to connecting communities by delivering excellent customer services every day.

- More than **20 million** passenger journeys over the 2022–23 financial year
- Nearly **1.4 million** journeys are on our regional trains and coaches
- Almost **19 million** journeys are on our intercity services
- Our customers travel to over **500 destinations**
- Weekly, our customers travel on **22,000 regional train, 8,400 regional coach and 437,000 intercity train journeys.**

Our Corporate Plan reflects these four Outcomes, as well as Transport's strategic priorities and the Future Transport Strategy.

We also support the NSW Public Sector to drive public sector diversity by 2025, through:

- Having 50 per cent of senior leadership roles held by women
- Increasing the number of Aboriginal people in senior leadership roles
- Ensuring 5.6 per cent of government sector roles held by people with a disability.

NSW TrainLink is committed to safety, sustainability, accessibility and reliability for our customers and our people. We're focused on creating ongoing value for those we service in everything we do.

Our vision and strategic objectives provide the framework to guide how we will do business over the next four years. Everything we do is underpinned by our business priorities which drive how we deliver our services and meet the expectations of our customers.

“This morning I had a problem with my Opal card. I don't use public transport often and needed to check it still worked.

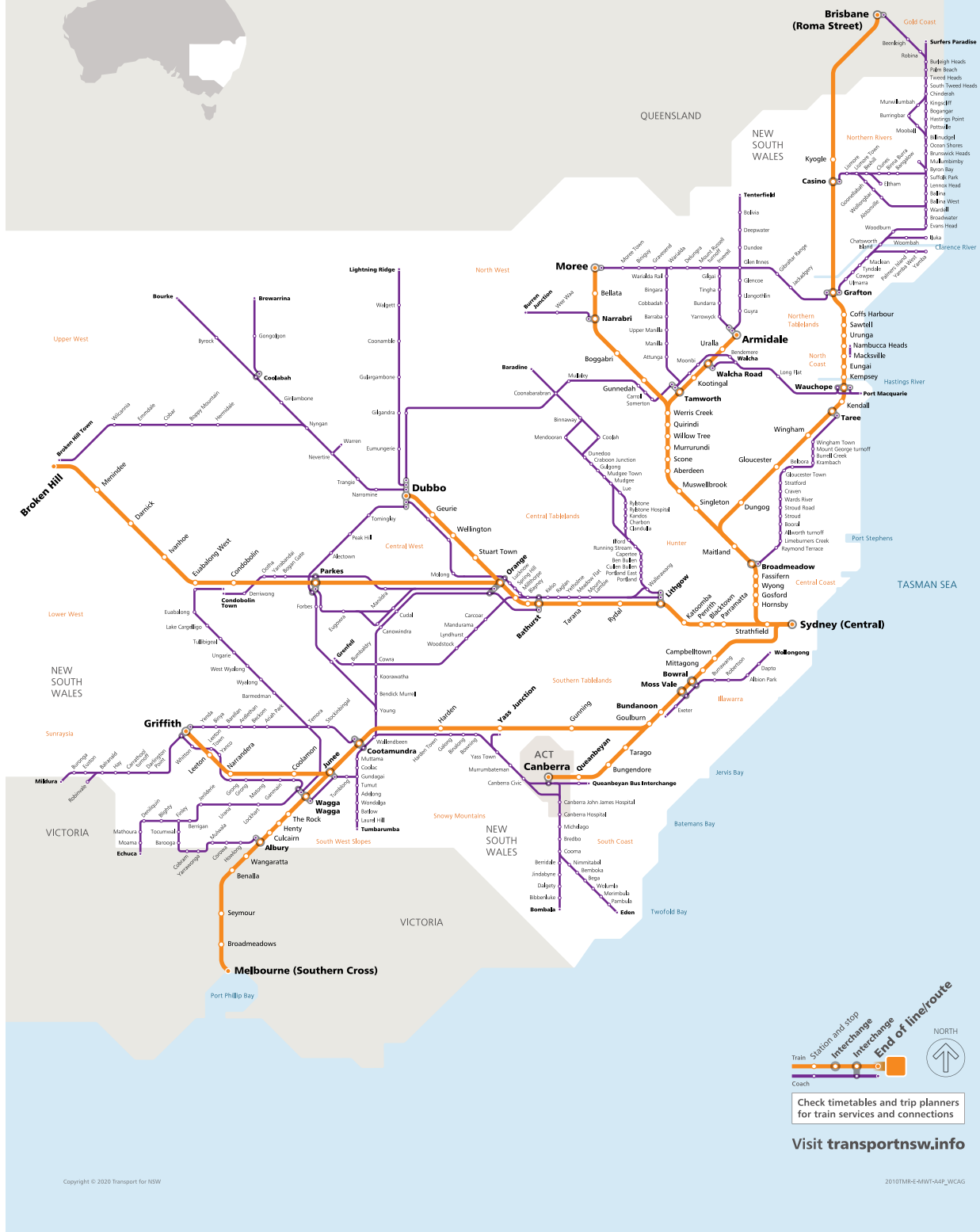
The station attendant was very polite and could not help me enough in showing me how to check my card balance and that it was ok to use. I felt a little stupid having to ask for help but it was no problem at all for your staff member to assist me. This is the second time I have approached the station staff at Springwood with a problem and both times they have gone above and beyond to help me. This does not happen very often in life now and the staff at Springwood Station need to be commended for their great customer service.”

- NSW TrainLink customer testimonial



Photo: NSW TrainLink staff member helping a passenger at Coffs Harbour Station

Regional trains and coaches

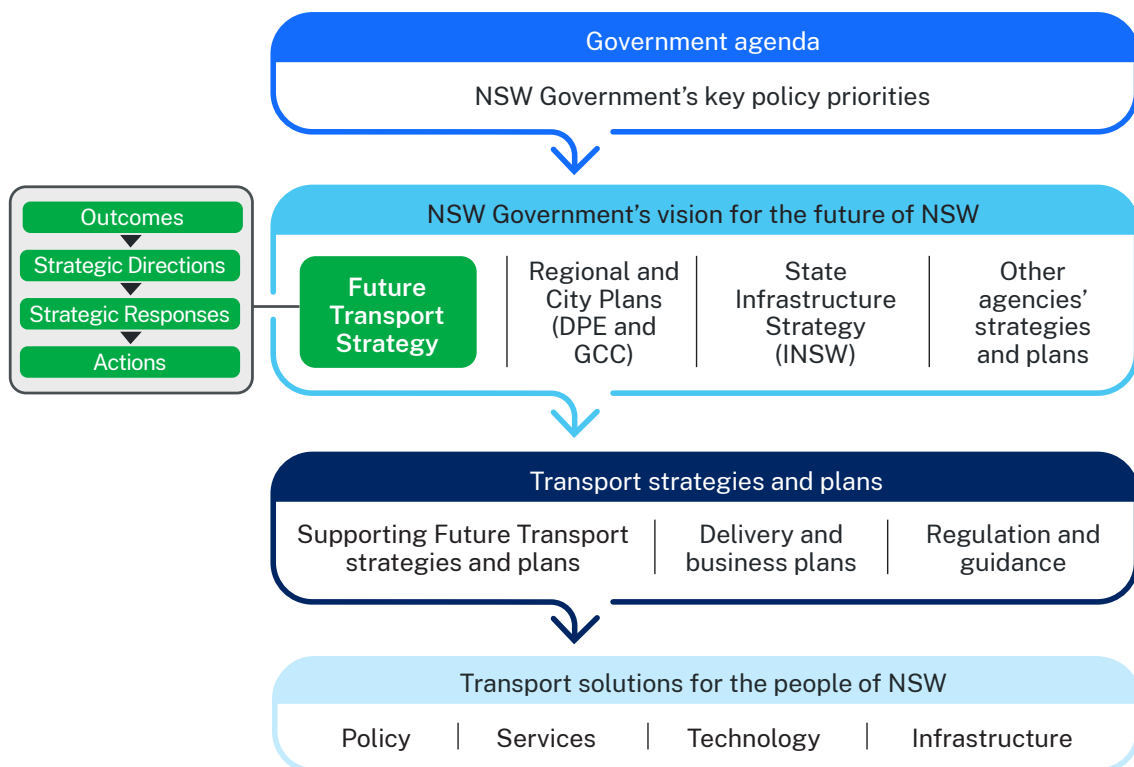


Transport cluster context

Strategic landscape

Working together for the greater good

The Objectives of NSW TrainLink are set out in the Transport Administration Act 1988. Transport’s strategic direction is set according to a range of external and internal strategies and plans. These include the NSW Government’s commitments and vision, Australian Government drivers, and the Future Transport Strategy. Plans help guide Transport’s funding priorities and strategic direction to achieve the best outcomes for our customers, communities, the people of NSW and our people.



Vision for our future

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

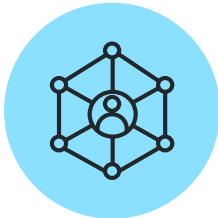
Future Transport is a suite of strategies and plans that set the vision, directions and principles for customer mobility in NSW, guiding transport investment over the longer term. It presents a glimpse of large economic and societal shifts, and rapid changes in technology and innovation, behind our creation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

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

Delivering real outcomes for NSW

Transport 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:

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 customers with effortless, accessible and personalised journeys, regardless of mode, location or journey type, blending public, private, rideshare, on-demand, active and personal mobility services and options.

Successful places for communities



At the heart of communities are places where people come together to interact, transact 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 aim to build capability and harness the diversity of our people and their perspectives. We enable the way we work through modern workplaces and choice in where and when we get the job done. We want our people to see how their role contributes to our vision and culture - putting the customer at the centre, people at the heart, and for the greater good.

Transport receives funding based on Outcomes, putting the needs of people and businesses at the centre of strategic planning and investment decision making across NSW. Transport aligns its efforts and resources to ensure that the right things are delivered for our customers, communities the people of NSW, and the people of Transport.

Outcomes are used by Transport to turn its strategies and aspirations into deliverable plans, ensuring it is achieving real impact for people. These plans will be supported by indicators and targets that help monitor and assess our progress towards supporting the Outcomes.

This Corporate Plan shows NSW TrainLink's contribution to achieving these Outcomes over the coming year.

Transport's operating model

Transport is an extended network of government agencies and independent entities that work closely together to deliver outcomes for the people of NSW.

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

Our operating model facilitates a place-based approach to transport, with a focus on mobility and end-to-end journeys, rather than individual modes of transport, 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 cultural aspirations and five ways of leading.

NSW TrainLink is part of the Regional and Outer Metropolitan Division within Transport for NSW. This supports collaboration across transport agencies and shows how we integrate and support one another to deliver our outcomes.

“Today I took a group of 15 children and three educators from Lithgow to Bathurst on the first excursion we have been on since COVID.

We are an outside of school hours service running vacation care. From booking the trip at Lithgow Station to the journey by bus, all staff we encountered were extremely helpful and courteous. On our return trip from Bathurst Station, we were given colouring books which the children were so happy to receive after visiting the Railway Museum. All staff assisted to ensure we were able to sit together which was important for supervision. The driver at the end of the journey provided lovely feedback regarding the children's excellent behaviour on the bus. We had such a smooth trip and will not hesitate to use NSW transport on future excursions. Thanks all for making our day special.

-NSW TrainLink customer testimonial



Photo: NSW TrainLink coach driver with a customer

For customers – Connecting our customers' whole lives

Transport plays a vital role in the lives of our customers. The Transport cluster delivers and enables transport solutions that blend seamlessly into our customers' lifestyles, catering for the wide range of journey types needed by people, and for the movement of freight.

Transport must work closely with our customers to understand their changing needs and create solutions that work for them, regardless of location and accessibility requirements. At NSW TrainLink, the customer is at the centre of everything we do and we seek to create the best customer experience possible. We work hard to provide our customers with the transport services they deserve. We invest in new services, to not just connect our customers with major cities and towns, but to also connect them with regional hubs to improve their access to medical, educational and leisure services.

Our priorities continue to be to ensure the safety of our people and customers and endeavour to maintain continuity of services across the network.

As a part of our commitment to safety, we will be trialling the roll-out of defibrillators across our coach network in NSW. With an initial focus on longer journeys – where people are furthest from help. We plan to roll-out these life saving devices across our whole network in 2023–24. Each device represents a real chance to save a life, having untold positive impact across those living in, working in and visiting NSW.

We continue to be responsive to challenges and adapt to change, refining how we work together to provide customers and communities with vital public transport services and the information they need to plan their journeys to ensure customer connectivity meets the future needs of our customers and communities.

We will continue to work with all stakeholders to introduce the new fleet of intercity trains, the Mariyung, into service which will soon provide a new level of comfort and convenience for those travelling between Sydney and the Central Coast, Newcastle, the Blue Mountains, and the South Coast.

We will continue to work with our Transport partners to finalise the design of the new Regional Rail fleet. The new fleet will provide improved safety, accessibility, facilities and reliability for our customers travelling longer distances. It will also provide an opportunity to plan more integrated services with other transport modes to deliver a seamless journey for customers travelling through regional NSW. To support the fleet, a new purpose-built train maintenance centre is being built in Dubbo. Construction of the Mindyarra Maintenance Centre is ongoing, and completion is expected later in 2023. In addition to stimulating the regional economy by supporting businesses in regional NSW, the Centre will also help create sustainable job opportunities while developing the skills of regional people.

We will also work with Transport to create better spaces for our customers through enhancements at our stations.

In 2022–23, we carried out upgrades at our stations in Casino, Taree, Grafton, Gunnedah,

For communities – Successful places

NSW TrainLink recognises that at the heart of communities are places where people come together to interact and travel sustainably to other communities, and we are committed to improving our environmental performance through the continued provision of sustainable solutions on our services.

In 2022–23 we continued to work with Transport to develop a pathway to transition our coaches to zero emissions technology by 2047 for regional services. As part of this transition, we are exploring opportunities to conduct regional trials for Battery Electric Vehicles and Hydrogen Fuel Cell Vehicles to help us gain a better understanding of current zero emissions technologies and their suitability for regional operations.

In 2023, we began trialling customer recycling on board our regional rail services. This trial identified the need for a purpose-built recycling trolley to enable the collection of different types of recyclable waste. Design of the trolley is well underway and we look forward to trialling it on our services in 2023–24.

NSW TrainLink will also be commencing work on our Environment and Sustainability Program to deliver a suite of projects and initiatives that will reduce our direct environmental impact and create a culture where we are empowered and supported to improve our personal and organisational environmental sustainability

practices. The program has five priority areas including:

- Compliance with conditions of NSW Trains Environmental Protection Licence 21369 (Legal requirement issued by the Environmental Protection Agency)
- Designing and implementing a set of programs to achieve Net Zero
- Identifying opportunities for best practice waste management
- Developing and implementing NSW TrainLink's Plastics Action Plan
- Integrating sustainability into procurement.

These priority areas aim to improve our environmental performance, as well as protect the environment in the local communities we operate in.

We listen and engage with our customers to ensure we understand their needs and build trust as their local public transport provider. To do this, we prioritise planning to minimise disruptions to our customers and maintain community access, particularly in times when increased demand is likely, such as major events.

In September 2022, the Union Cycliste Internationale (UCI) annual world championships for bicycle road racing was held in Wollongong. This was a major event which resulted in a significant increase in demand on our services. In preparation, we deployed additional staff at key locations, significantly increased our service offering and put bussing arrangements in place to take customers to and from designated parking locations. These measures ensured the timely operation of our services and kept the Wollongong community moving.

“I received exceptional customer service from the staff at the Dubbo train station when I visited over the weekend.

I arrived at Dubbo on the Friday and the staff member at the information desk was very professional and helpful. He helped me with my luggage, gave me information about where to rent a car in town and waited for me to come back to pick-up my bags.

The same staff member was on duty when I arrived at the station on Sunday to return to Sydney. Again, he helped with my luggage so I could return my rental car and when there were issues with my taxi ride, that almost resulted in me missing the train, he went above and beyond to make sure I made the train and got back to Sydney. Excellent customer service that needs to be commended. Thank you!”

- NSW TrainLink customer testimonial



Photo: NSW TrainLink customer

For the people of NSW – Transport systems and solutions that enable economic activity

Residents and citizens of NSW want to know their money is being invested in the right places to ensure a prosperous future and a good quality of life.

At NSW TrainLink we are focused on connecting people to regional cities and towns and take pride in helping our customers get to where they need to be by using our rail and coach network.

We are responsive to our customers' needs and we strive to adapt our services to deliver better connections for them. In 2022–23, NSW TrainLink and Transport for NSW commenced a number of Hub and Spoke trials to review the customer needs in regional communities. These trials align with the Future Transport Strategy and the Regional NSW Services and Infrastructure Plan. Currently, there are four active coach trials, with three planned to convert to timetabled services (until June 2024):

- Broken Hill – Adelaide
- Broken Hill – Mildura
- Goulburn – Canberra.

Patronage of the fourth trial, Forster to Coffs Harbour, will be reviewed to determine whether it will transition to a timetabled service

NSW TrainLink train and coach services forge important connections – helping create thriving communities where individuals and families want to live because they know they have ongoing access to jobs, education, shopping and health services. We support their economies by taking visitors to regional NSW to explore and spend their tourist dollars in local businesses.

Spending smarter is a priority for NSW TrainLink and financial sustainability is a key focus area to ensure we are providing value to our customers and communities. Over the coming year, we will continue to explore opportunities within NSW and with other State and Territory Governments that will further contribute to the delivery of services and improve the future sustainability of our business.

In addition, new commercial initiatives are being investigated to drive further economic activity from our current assets, increase customer convenience through the provision of new services and deliver additional efficiencies from our current services.



Photo: NSW TrainLink staff and customers

For the people of NSW TrainLink – Thriving people doing meaningful work

NSW TrainLink has more than 2000 employees located across NSW and the ACT. We are proud to be an employer in the communities that we serve and believe in forming strong connections between NSW TrainLink, our people and the places in which they work.

In all our workplaces, NSW TrainLink is focused on creating an environment where our employees are recognised, supported and included. The shared values of Transport for NSW set the expectation for how we work together to deliver better outcomes for the people of NSW.

Our first priority is to keep our people safe. Through our 'SafeLink Back to Basics Plan' we are aiming to improve our safety culture and manage our safety risks. We are also continuing to embed consistent and best practice safety systems and processes, to provide an environment where the health and wellbeing of our people is supported. To do this, we provide a number of programs:

- **Critical Incident Support Program** – Providing support to employees who may have been exposed to critical incidents in the course of their work, including fatalities.
- **Peer Support Volunteer Program** – This program complements the Critical Incident Support Program through peer-to-peer partnerships. The program harnesses relationships between employees who can provide emotional and practical support to their colleagues and encourage professional

help seeking. In 2022–23 a total of 41 Peer Support Volunteers (PSVs) were trained bringing our total number of PSVs to 67.

- **Mental Health First Aid Program** – Helps to support a mentally healthy workplace by focusing on prevention, early intervention and raising awareness around mental health.

Further, our health and wellbeing program aims to enable every worker to experience wellness in all aspects of their life. In November 2022, through collaboration with Sydney Trains, NSW TrainLink opened two new onsite physiotherapy clinics – one in Mt. Victoria and another in Wollongong. This is in addition to the clinics in Newcastle and Central which continue to be available to staff.

We have also been working closely with Transport's Safety Environment and Regulation Division to tailor programs to meet the needs of our employees. This includes training our safety team in the manual task risk assessment program PERforM, which aims to reduce the number of musculoskeletal disorders in the workplace.

We are building career pathways so our people have rewarding careers and creating opportunities for development through initiatives like the Passenger Service Supervisors (PSS) Development Program. Our PSS play a pivotal role in leading our onboard teams to create positive customer connections and 'moments that matter'. In 2023–24 we will continue the roll out of this key program to uplift the capability of our frontline staff and help them perform at their best as a customer service leader.

The negotiation of the Sydney Trains and NSW TrainLink Enterprise Agreement in 2022, also resulted in opportunities for development for some of our other frontline roles. For our train drivers we are introducing the opportunity for them to attain certificate IV in Train Driving based on recognition of prior learning. While there is no requirement for drivers to hold a qualification, this pathway will provide employees with an opportunity to gain recognition that may assist them in the future. NSW TrainLink has also committed to providing all frontline employees with training in IT essentials, which will commence in 2023-24.

Recognising the importance of leadership for a customer and safety focused workforce, we are also focused on developing our leaders at all levels in line with the Regional and Outer Metropolitan Division's leadership initiatives. This includes four programs:

- **Frontline Career Conversation Framework** – Alignment of career conversations framework with the new Transport for NSW 'Grow Perform Succeed' framework.
- **Executive Masterclass Series** – Supporting the development of leaders to have regular, meaningful conversations with their teams to create a feedback culture.
- **Leadership Essentials** – Face-to-face leader sessions with eLearning components.
- **Leadership at Transport** – Self-paced eLearning modules accessible for all staff to provide awareness of leadership foundations at Transport for NSW.

In 2023-24, NSW TrainLink will continue to work closely with Transport's Occupational Health team to deliver programs to meet the needs of its employees, including Respectful Behaviours in the Workplace and the Sexual Harassment Awareness Program, which has completed the pilot phase and will be rolled-out in 2023-24.

SafeLink Back to Basics Plan

Back to Basics (B2B) is a multi-disciplinary plan that focuses on the key priority 'Safe and Secure'. B2B has a renewed focus on sustainable, systematic, and repeatable

safety actions, which ensure our people return home safely every day and our customers are provided with safe, inclusive and accessible journeys. Our number one priority is to keep our people and customers safe, and B2B is built on a strong safety culture to effectively manage our safety risks.

The B2B plan comprises of six key pillars, Safety Culture, Safe Day of Operations, Rolling Stock and Coach Assurance, Safety Interface and Coordination, Customer at the Centre and People at the Heart. In 2023-24, our focus will be on:

- Continuing to build on our program of safety leadership walks through a thematic approach to our key risks. Our leaders will be supported with coaching and information on our key safety risks, including musculoskeletal disorders, psychological risks and slips, trips and falls.
- Delivering phase two of our safety capability program for NSW TrainLink Frontline Leaders, which clearly articulates leadership accountabilities, governance and reporting systems.
- Digitising our Safety Critical Information ensuring our drivers receive timely, accurate and relevant information to ensure safe rail operations.

Another critical focus for NSW TrainLink, is our role in the cluster wide approach to reduce psychological injuries caused by exposure to self-harm incidents. The primary focus for 2023-24 will be on three key workstreams:

- Training our people to identify behaviours of concern
- Implementing engineering/isolation controls to reduce trespass
- Provision of self-help stations, information, and support resources.

This work aims to identify ways to minimise the occurrence of these events, as well as provide education, training and support for our staff who are exposed to these incidents in the course of their work.

NSW TrainLink strategic objectives and business priorities

NSW TrainLink’s strategic objectives provide the framework to plan the activities that will help us achieve our strategic vision over the next four years in line with the Future Transport Strategy.

Future Transport challenges us to think differently so that we can be ready to service the population of the future. We must move to mode-agnostic solutions, use technology in new and innovative ways, build a hub and spoke model to support connections between regions and take a place-based approach to designing for the future. This is in addition to delivering safe, seamless and efficient journeys every day.

NSW TrainLink’s business planning is guided by the Transport Outcomes that set out where we need to focus our efforts in the near term to move us towards our long-term vision outlined in Future Transport.

To guide our everyday performance and decision making we have a set of defined business priorities to help us deliver services and to achieve our purpose ‘to connect people and communities throughout NSW.’

In this plan we outline the projects we will deliver to achieve our strategic objectives and business priorities for our customers, communities, staff and the people of regional and outer metropolitan NSW.

Strategic vision

- ✔ Connecting customers and communities for the future growth of regional NSW

Strategic objectives

- ✔ Increase customer and community value
- ✔ Stimulate regional growth
- ✔ Partner to improve services
- ✔ Strengthen and integrate transport networks
- ✔ Maintain a flexible, capable and future focused business and workforce.



✔ Increase customer and community value

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

This objective aligns to Transport's Outcome of *Connecting our customers' whole lives*.

From 2023 to 2027 we will:

- Optimise the operation of our fleet and stations with a customer-centric focus
- Integrate our ticketing for a seamless customer experience
- Consult with our customers about travel priorities
- Engage in regular conversations and co-design our service offerings with our customers and communities
- Review and optimise existing services and timetables for greater reliability and increased customer satisfaction.

✔ Stimulate regional growth

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

This objective aligns to Transport's Outcome of *Transport systems and solutions that enable economic activity*.

From 2023 to 2027 we will:

- Work collaboratively with Transport for NSW, other operators and industry partners on new and innovative ways to stimulate regional growth
- Partner with whole of Government to deliver social and economic benefits for regional communities
- Ensure we are the transport provider of choice for regional customers
- Develop a Regional Operating Model that enables both improved customer and financial sustainability outcomes.

✔ Partner to improve services

Optimising the network means connecting more communities.

This objective aligns to Transport's Outcome of *Successful places for communities*.

From 2023 to 2027 we will:

- Improve integration and increase utilisation of the network
- Partner with providers to strengthen and integrate transport networks and services
- Deliver new service options quickly and efficiently
- Acknowledge and act on our social obligations to the communities we serve
- Support sustained economic growth by finding new ways to serve regional communities.

✔ Strengthen and integrate transport networks

Work across Transport to ensure an integrated regional transport network.

This objective aligns to Transport's Outcome of *Connecting our customers' whole lives*.

From 2023 to 2027 we will:

- Increase integration of service delivery across all transport modes to maximise connectivity for our customers and communities
- Establish new ways of partnering with industry and across whole of Government
- Draw on industry expertise to review and optimise existing services and implement continuous improvement
- Deliver our regional program of engagement to understand our customers' needs and priorities
- Leverage innovation and technology to enhance customer experience.

✔ Maintain a flexible, capable and future focused business and workforce



Invest in our people and business capability.

This objective aligns to Transport's Outcome of *Thriving people doing meaningful work*.

From 2023 to 2027 we will:

- Promote and live the Transport values
- Foster diversity and inclusion in our workplaces
- Implement robust workforce planning and management.

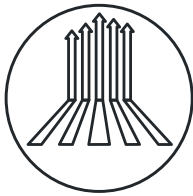
Bringing it all together

<p>Transport Outcomes</p>	<p>Connecting our customers' whole lives</p> <p>Successful places for communities</p>	
<p>NSW TrainLink strategic objectives</p>	 <p>Increase customer and community value</p>	 <p>Stimulate regional growth</p>
<p>Our Priorities</p>	<p>Create great customer experiences</p>	<p>Spend smarter</p>
<p>Programs of work 2023-24</p>	<ul style="list-style-type: none"> • Mariyung (New Intercity Fleet) • New Regional Fleet (NRF) • Coach Network Review and Tender Readiness • Rollingstock Maintenance Assurance • Network Service Coordination Centre (NSCC) • Central Station Precinct Readiness 	<ul style="list-style-type: none"> • Digital ticketing and contactless • Technology enabled workforce • Customer value proposition analysis • Regional operating model • Commercial initiatives • Third party contract review • Rostering and scheduling efficiency • Overtime optimisation
<p>Targets</p>	<ul style="list-style-type: none"> • Intercity punctuality -92% • Regional rail punctuality -78% • Regional coach punctuality -90% • Intercity customer satisfaction -90% 	<ul style="list-style-type: none"> • Overtime - on or below budget • Excess annual leave - in line with NSW Treasury targets

Communities

Transport systems and solutions enabling economic activity

Thriving people doing meaningful work



Partner to improve services



Strengthen and integrate transport networks



Maintain a flexible, capable and future focused business and workforce

Be safe and secure

Build connections

Less payment
ce
and revenue building

- Safety critical incidents
- Continuous improvement Safety program
- Fatigue management
- Employee and customer harm
- SafeLink Back to Basics Plan

- Customer and employee engagement
- Enterprise Agreement implementation
- Future workforce strategy
- Frontline leadership capability uplift
- Training our people
- Events and community engagement
- Network relationship and interfaces
- Stretch RAP delivery

iciencies

- Reduced:
- Lost time injury (physical)
 - Lost time injury (psychological)
 - Customer injuries
 - Safe working incidents

- Women in leadership –40%
- Aboriginal employees –3%
- People with a disability –5.6%



Photo: NSW TrainLink staff at Dubbo Station

Implementation and reporting

The NSW TrainLink Chief Executive is accountable for the delivery of this Corporate Plan. The plan is monitored and implemented by the NSW TrainLink leadership team and is reviewed annually to ensure it stays relevant and we can measure our success.

NSW TrainLink will develop and implement business plans to achieve the strategic objectives in this plan.

Progress of the plans, actions and initiatives underpinning the NSW TrainLink Corporate Plan will be measured against our business priorities which drive the way we do business.





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