
Sydney Trains

Corporate Plan

2023-2024



Acknowledgement of Country

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

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

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

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

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Chief Executive's message



I am pleased to present the Sydney Trains 2023-24 Corporate Plan, our primary planning document for the financial year.

I am impressed with how much we have continued to achieve despite the challenges faced by the organisation over the past year. Some of the highlights include:

- the progressive increase in rail patronage following the effects of COVID-19 restrictions
- our ability to repair parts of the network following severe storm and flood damage
- negotiated a new Enterprise Agreement with the unions and collectively received a vote of approval from Sydney Trains and NSW Trainlink employees.
- progressive implementation of Automatic Train Protection systems onboard suburban trains across Sydney
- introduction of the Sunflower Lanyard program to assist customers with hidden disabilities
- commissioned delivery of the Enterprise Trackworker Safety Program to introduce new technology and minimise risk for our staff – including a national rail award
- implementation of the Customer Promise Program to provide a consistently positive experience for customers while travelling
- accessibility improvements to our stations, making it easier to travel for customers of all abilities

Our focus for the year ahead is to improve the reliability of services across the rail network, by improving our engineering and operational processes, supported by investment in new systems and ways of working.

Our strategy is to build a stronger connection in Transport and continue to put customers at the centre of our operation. This includes freight operators, who need timely access to our network.

Trends such as energy transition, the digital economy, the impacts of climate change, and our use of data and technology are now likely to accelerate. We want to take this opportunity to further:

- **strengthen our service offering to our customers** and any changes in their travel patterns, such as increased travel outside of the peaks and less frequent commuting
- **plan for a longer term** but implement funded program of works that add the most value
- **deliver value** through better management of programs and projects and efficient delivery of services
- **enhance our energy sustainability** with more efficient use of the train network and the deployment of solar installations at major depots.



**Operational
excellence
every day**



**Customer at
the centre**



**Sustainability
is our future**



**Safety at
our core**



**People at
the heart**

The plan aims to give a shared vision of how Sydney Trains contributes to Transport. It outlines a program of works and sets out how we will measure progress on outcomes to keep Sydney moving by delivering safe, clean, reliable, customer-focused and efficient rail services.

Sydney Trains will focus on key deliverables that reinforce our safety systems, improve our operations, enhance customer experience and make us more sustainable.

Our success depends upon our people, and I look forward to the contribution of all our employees to help meet and exceed our customers' expectations every day.

Matt Longland
Chief Executive
Sydney Trains

Sydney Trains fast facts

As at March 2023

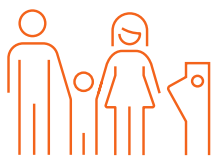
*239+ million including NSW TrainLink patronage
Opal-based figures for 12 months to March 2023

**Patronage levels affected by COVID-19

#2023 demographics sourced from CXMP survey



217million*
annual patronage



950,087

Passenger journeys**
per weekday
(during March 2023)



46,000

Timetabled stops
Per weekday



3,200

Timetabled services
per weekday



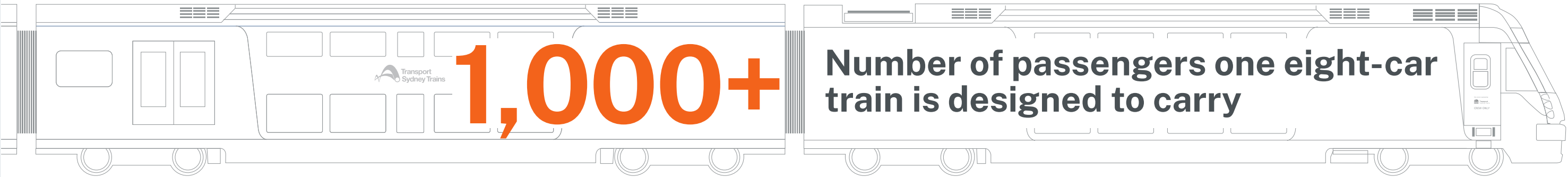
51.7%

Customers travel#
to and from work



28.1%

Customers travel#
at least four days per week



10K+

Workforce
(budgeted positions)



168

Stations
(incl. 5 on Airport Line and
Olympic Park Station)



2,269

Fleet
Electric & diesel cars
(incl. 569 NSW TrainLink)



1,560km

Track maintained
(incl. NSW TrainLink)



919km

Electrified track
(Sydney Trains area only)



10K+

CCTV
Cameras maintained



1,536km

Overhead wiring
Maintained
(incl. NSW TrainLink)



\$4b

Total cost of
operations



\$46b

Assets under
management
at current replacement cost

Sydney Trains is the suburban passenger rail network servicing Greater Sydney. The network is a hybrid urban-suburban rail system with a central underground core that covers 919 km of electrified track and serves 168 stations.

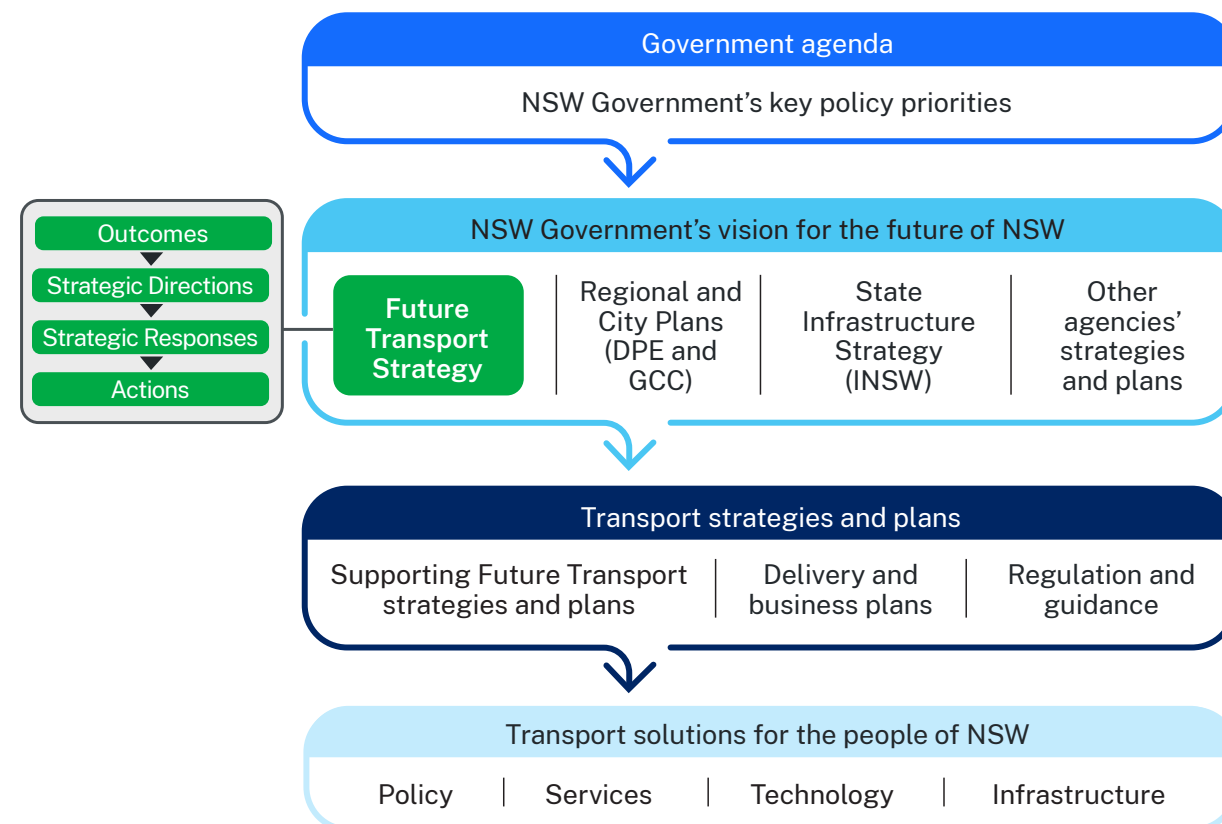


Transport

Our Strategic landscape

Working together for the greater good

The Objectives of Sydney Trains 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. These 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

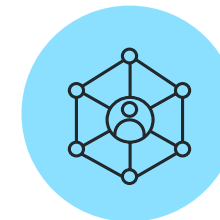
Future Transport is our vision for a modern and connected transport network that gives people the freedom to choose how and when they get around, no matter where they live and work.

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



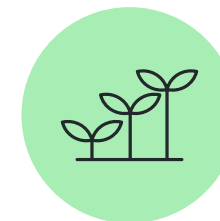
Transport plays a vital role in customers' lives, delivering and enabling safe, reliable and sustainable transport solutions for the movement of people and goods. We work to provide customers with effortless, accessible and personalised journeys, regardless of mode, location or journey type, blending public, private, ride share, 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 Sydney Trains contribution to achieving these Outcomes over the coming year.

Transport’s operating model

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

Transport’s operating model 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.

Sydney Trains will build a stronger connection in Transport and connect to future outcomes by aligning its priorities and commitments focused on outputs that contribute to Transport’s planned outcomes:

	Transport for NSW			
Sydney Trains	Connecting our customers' whole lives	Successful places for communities	Transport systems and solutions enabling economic activity	Thriving people doing meaningful work
Priorities				
Operational excellence every day	Improve train service punctuality and reliability			
Customer at the centre	Improve customer satisfaction Reduce delays to customers Third party operators' accessibility to network			
Sustainability is our future	Enhance delivery of planned programs and projects	More efficient energy consumption	Reduce unit cost of operations	
Commitments				
Safety at our core	Safer customer experience			Safer workplace
People at the heart				Enhance employee engagement Increase inclusion and diversity in our workforce



Photo: Passengers on train



Photo: Central Station

Sydney Trains as part of the Transport family

Statutory obligations

Sydney Trains is a NSW Government agency constituted under the *Transport Administration Act* (TAA) 1988.

Sydney Trains operates in line with the Statement of Expectations issued by Transport for NSW (TfNSW). It also operates in accordance with the following agreements:

• Rail Operations Agreement	An agreement between Sydney Trains and TfNSW addressing passenger services and network control.
• Track Access Agreement	An agreement between Sydney Trains and the Transport Asset Holding Entity (TAHE) providing Sydney Trains access to the NSW rail network.
• Licensing, Agency and Maintenance Deed	An agreement between Sydney Trains, TAHE and TfNSW licensing assets to Sydney Trains and addressing maintenance.

A Freight Level of Service (FLOS) agreement for the Sydney Trains’ managed network is also being developed in consultation with freight operators to ensure a thorough consideration of their requirements.

As a public transport operating agency, we share the common objectives stipulated in the TAA, reinforcing that the customer is at the centre of everything we do.

The principal objective of Sydney Trains under the Act is to deliver safe, reliable, effective and efficient railway passenger service in a financially responsible manner.

As a rolling stock operator and rail infrastructure manager under Rail Safety National Law (NSW), Sydney Trains must meet all relevant requirements of the Act.



Photo: Customer Service staff at Central Station

Our Strategy on a page

Sydney Trains has outlined its focus, supporting Transport’s strategy.

Our purpose

To keep Sydney moving by delivering safe, clean, reliable, customer-focused and efficient rail services.

Transport outcomes	 Connecting our customers’ whole lives	 Successful places for communities	 Transport systems and solutions enabling economic activity	 Thriving people doing meaningful work	
Our Priorities and Commitments	 Customer Experience	 Future Ready	 Service Reliability	 Asset Performance and Resilience	 Capable and Connected People
Our Key Focus Areas	Our customers will continue to be at the centre of everything we do, as part of an integrated and connected transport system.	We will apply consistent enterprise planning processes and targeted investment to meet customer and community needs into the future, including improved rail timetables.	We will improve our service delivery performance through more effective operational planning, incident response and recovery processes.	We will improve asset maintenance and investment on the rail network to improve performance and reliability.	We will continue to invest in the capability of our people and celebrate the positive difference we make as an organisation.

Priorities and Commitments


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

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

Priorities


We will focus on our priorities to achieve our mission over the next three to five years. Our priorities address the most consequential and significant challenges facing us as an enterprise.

The three priorities will serve as a mechanism to drive change.




Operational excellence every day

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



Customer at the centre

The customer is consistently present in our thinking from planning to delivery.




Sustainability is our future

Sustainability ensures transport enables the community to keep moving around Greater Sydney and connect with their jobs, homes and communities.


Commitments

Our commitment is to support our customers and people to ensure we can deliver on our priorities.



Safety at our core

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



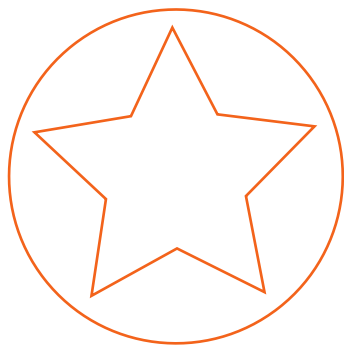
People at the heart

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



Photo: Train approaching Central Station

Operational excellence every day



Operational excellence centres on the considered planning of accessible, seamless, informed and safe journeys for our customers every day. It’s about stabilising our operations to efficiently and effectively execute services to get our customers to their destination.

Planning is what drives our operational excellence –we identify the issues, effectively use resources and fix issues before incidents on the network impact our customers.

Our teams are working hard every day to continuously improve our process and ways of working to meet the evolving needs of our customers.

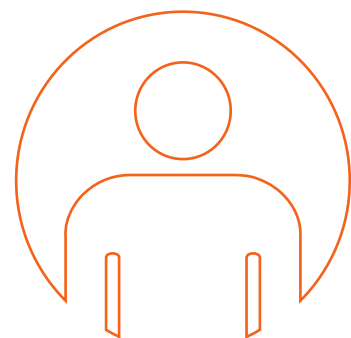
We will simplify and build resilience into our operations by focusing on the following key deliverables during the year:

Key deliverables	Outcomes
Incident response and recovery Efficient and standardised possession management to minimise disruptions to customer and freight.	Improve operations and network resilience
Daily Working Timetable (DWTT) Streamlined process for development of DWTTs.	Plan for end-to-end customer journeys
Day of Operations Ensuring crew are available for timetable variations, including during normal and degraded operations, and minimising any customer impacts.	Use customer and data insights to support decision making
Digital Systems Transforming our business through the delivery of digital signaling and train control technology, to achieve improved reliability.	Improve train service punctuality and reliability
Network Optimisation We will simplify the network. This will improve efficiency and resilience of rail delivery to all customers during normal and degraded operations.	Improve network performance and customer experience
Network Integration Effective readiness activities to leverage Sydney Metro City and Southwest Integration.	



Photo: Train in tunnel at Wynard Station

Customer at the centre



Customer at the centre is focused on shaping Sydney Trains to deliver the wants and needs of our customers and stakeholders to ensure they have consistent, accessible, seamless, informed, and safe journeys that get them to their destination on time.

We ‘think customer’ and are passionate about our customers, truly believing the customer comes first. Our success is about the impact we make to the people we serve.

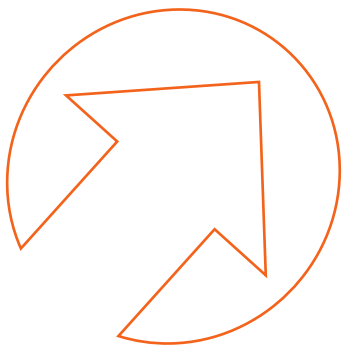
We will retain a strong customer focus by leveraging off investment in digital technology to modernise service delivery with the following key deliverables:

Key deliverables	Outcomes
Standard Working Timetable (SWTT) Timetable structured to meet demand, customer needs and better base service disruption plans.	More reliable services Improve customer satisfaction
Customer Journey Uplift the customer experience through repeatable and consistent service.	Reduce delays to customers Third-party operators ’ accessibility to network
Station Experience Station tiering to support more targeted visible customer experience on all stations.	
Onboard Experience Our environments support safer, more secure and independent travel, and greater integration of different modes of transport.	
Freight Improved relationships, accountability, and a transparent planning process to provide freight with better network access.	
Customer Information Utilising technology for improved service recovery and customer information on the day of operations .	



Photo: Customers catching train

Sustainability is our future



Sustainability ensures our longevity as a government agency delivering to the people of NSW. We are a critical part of NSW’s future in enabling the community to keep moving around Greater Sydney and connect with their jobs, homes and communities.

Our business is complex and there are always competing priorities and demands on time and resources. Our sustainability lens looks at how we best use taxpayer dollars to run the enterprise, be an environmentally sustainable, and socially responsible organisation and have a single source of truth for managing the portfolio of business and strategic projects in Sydney Trains.

For our financial stewardship with circa \$46 billion of assets under management at current replacement cost and circa \$4 billion in annual operating costs, we will continue to invest wisely on behalf of the people of NSW, with whom we have a collaborative relationship, providing the best passenger and freight transport solutions that serve a wide range of social and economic outcomes.

Key deliverable	Outcomes
Asset maintenance and performance Optimise asset maintenance to improve asset performance and provide an efficient rail network.	Enhance delivery of planned programs and projects
Fleet and Depot Future Needs Enhanced management of fleet requirements to address future needs and increase fleet utilisation throughout its lifecycle while seamlessly retiring old fleet and integrating the new.	Reduce unit cost of operations
Supply Chain and Contract Management Managed enterprise-wide Supply Chain, Procurement and Contract Management governance, leveraging whole-of-Government contracts.	More efficient energy consumption
Heating Ventilation and Air Conditioning (HVAC) HVAC energy efficiency enhancements across the Waratah Fleet.	



Photo: Track upgrade

Commitment to Safety and Our People

People at the heart



Our people make the difference at Sydney Trains. They are passionate about serving our customers and take enormous pride in their work, our history and our future. We respect and value our people.

Our focus is fixing and prioritising what matters most to them. We are continuously seeking to improve their experience in their day-to-day work and long term careers with us.

We are committed to our people doing purposeful work and providing them with the right environment and tools to deliver the best service.

We are dedicated to enhancing and increasing the skills and capability of our people so that we have a workforce that is responsive, resilient and prepared.

We encourage inclusivity, flexibility, creativity and innovation in our ways of working. We want a fit for the future workforce that is talented, agile and highly capable.

Safety at our core



We place safety at our core and ensure operational excellence while meeting our regulatory requirements and putting our customers at the centre.

We are committed that every employee will go home safely at the end of each shift and every customer will arrive safely at their destination. Our leaders have regular safety interactions with our people about what is in place to ensure safety at all times.

We continue to work towards building a more mature safety culture, enhanced safety leadership and training, competence management and the ongoing improvement of our systems and processes to mitigate risk.

We focus on the ongoing health and wellbeing of our people and delivering programs to keep them safe and engaged at work.



Photo: Platform 21 Central Station

Key deliverables	Outcomes
Enterprise Planning Aligned, prioritised and governed planning process that reduces the significant volume of current re-planning.	Enhance employee engagement Increase inclusion and diversity in our workforce
Ways of Working Build a future-ready operating model that supports our people and leverages cross-cluster capability.	Safer customer experience Safer workplace
Workforce capability and competence management Enhanced management of training and competency to ensure workforce capability can meet customer needs.	Improved health and wellbeing of our people



Photo: Central Station Staff.



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