

Transport for NSW

Sydney Trains Review



1. Background

Sydney Trains is the operator of the Sydney suburban passenger rail network. The network services urban and suburban areas with 369 km of route length and 170 stations on eight lines.

Sydney Trains operates 3200 timetabled services and delivers over 750,000 passenger journeys each weekday. Sydney Trains is responsible for the management of over \$42 billion in assets, including the maintenance of 2,000km of track, 2263 electric and diesel cars and over 1536km of electric wiring.

Sydney Trains' Mission is to "keep Sydney moving by delivering safe, clean, reliable, customer-focused and efficient rail services". In delivering its Mission, Sydney Trains' Priorities are:

- Operational excellence every day
- Customer at the centre
- Sustainability as the future

Sydney Trains faces continuing pressure in delivering its Mission and Priorities, particularly in maintaining the network and delivering sustained high levels of customer services. Pressures arise from, among other things, the nature and extent of the network, an ageing asset base and continuing conflict between meeting operating timetable and maintenance objectives. These pressures have been exacerbated in recent times, including through difficulties in maintaining required staffing levels (including the impact of the Covid pandemic) and recovering from severe weather events.

The Government supports Sydney Trains' Mission and Priorities but recognises the continuing challenges which must be addressed. However, recent incidents relating to failure of infrastructure and systems have caused major disruptions to the network and considerable inconvenience to customers.

To properly identify and clarify these challenges and to provide guidance and assistance in identifying and implementing appropriate responses, the Government has established this Review.

2. Membership

Review Lead: Carolyn Walsh

Panel Members: Arthur Smith, Peter Medlock

The panel will be supported by resourcing with necessary expertise as required.

3. Scope of the Review – Reliability and Resilience

The initial focus of the Review will be Sydney Trains' Reliability and Resilience performance, whether that performance is meeting appropriate standards and the performance of the network in recovering from significant incidents and events which impact standards of service delivery.

The Review will have the capacity to consider any functions and issues which it believes impact on Sydney Trains' Reliability and Resilience performance and to identify, consider and recommend areas where performance can and should be improved.

4. Initial fields of review

The initial focus of the Review will be the following:

i) *Governance and accountability* - within the current legislative framework, including the Transport Administration Act and the Rail Safety Act.

This will include:

- reporting and accountability requirements to the Minister and TfNSW
- relationships between key stakeholders, including TAHE and Metro
- internal governance, accountabilities and delegations
- performance reporting
- organisational culture

ii) *Asset management and planning* – the process of developing, implementing and monitoring Sydney Trains' Asset Management Plan (AMP). This will include:

- development, validity and adequacy of the AMP
- identification and management of safety critical assets
- the asset management process, including consistency between the AMP, Technical Maintenance Planning and Work Instructions carried out in the field
- barriers to effective asset management, including aligning operational and maintenance objectives
- capital expenditure planning and budgeting, both operational CAPEX and medium/longer term CAPEX
- establishment, management and adequacy of maintenance budgets
- systems engineering and standards
- Regional and Intercity fleets and networks
- the interaction of the Sydney Trains operation across the whole network as the rail infrastructure manager and the working relationship with NSW Trains and Rail Access Agreement Holders
- the impact of external access to the Sydney Trains' network
- implementation, monitoring and reporting

iii) *Reliability* – how Sydney Trains develops and meets Reliability responsibilities and objectives. This will include:

- Reliability objectives, standards and responsibilities
- Reliability barriers and performance
- Reliability targets, monitoring and reporting

iv) *Resilience* – the ability of Sydney Trains to respond to incidents and events which interrupt, or have the potential to interrupt, the delivery of services to the public.

This will include:

- how Resilience is built into operational and asset planning
- responsibilities and accountabilities
- contingency planning, including for incidents and recovery
- process improvement and technology advancement
- customer engagement
- security, incident and emergency management
- effectiveness of internal alignments

Reliability and Resilience are interconnected with Safety and the Review will examine:

- Rail Safety Accreditation (RIM/RSO accreditation)
- Safety Management System – development, adequacy and implementation
- Systems safety standards
- Safety objectives and priorities
- implementation, monitoring and reporting

As the Review considers these issues, key relationships and interdependencies will be identified which may need to be considered and addressed. These will include with:

- Engineering and maintenance
- Timetable development and implementation
- Network operations
- Workforce resourcing and planning
- Business systems

5. Key Stakeholders

The Review will engage with key stakeholders, seeking their views and input, including:

- Sydney Trains (Executive, management and workforce)
- TfNSW
- Rail Unions
- DPC, Treasury
- TAHE
- Infrastructure NSW
- Metro
- NSW TrainLink
- Rolling Stock Operators accessing Sydney Trains Network
- ONRSR
- ATSB/OTSI

6. Reporting

The Review will prepare its reports (interim and final) to the Minister for Transport to take forward for consideration by Cabinet.

12 May - Initial Report and Way Forward

- An initial report will be provided which contains initial findings and specific areas for detailed investigation and recommendations

Ongoing - Interim reporting

- Ongoing reporting will be provided on progress in meeting the Review's scope and issues identified for immediate action

31 October - Final report consolidating the findings of the Review and recommendations.

- If considered necessary to fully address the proposed Scope, the Review may request additional time to finalise its Report.

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Disclaimer

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