

# Sydney Trains Annual Report



Volume 1

2022-23

[transport.nsw.gov.au](https://transport.nsw.gov.au)



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## Acknowledgement of Country

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

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

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

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

Front cover: View of Milsons Point station looking south towards the Sydney Harbour Bridge.

## 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 Sydney 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,



**Matthew Longland**  
Chief Executive  
Sydney Trains



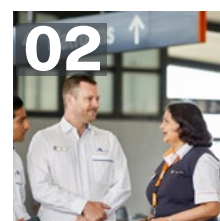
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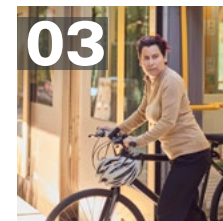
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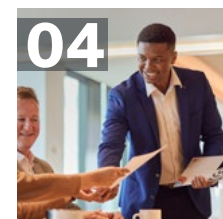
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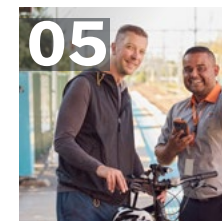
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# From the Chief Executive

Reflecting on the past year, I am impressed with what Sydney Trains has achieved despite many headwinds. We have emerged from the COVID pandemic, navigated extreme weather and a complex industrial relations environment and at the same time continued to stabilise operations and improve service delivery for our customers.

Our customers are truly at the centre of everything we do and I am proud of the progress we have made to make our services more accessible and inclusive. The introduction of the Sunflower Program to assist customers with hidden disabilities and improve accessibility makes travel easier for everyone. Our Customer Promise program is helping to deliver a consistently positive experience for customers by investing in our frontline service experience staff.

Sydney Trains has also continued to make positive progress to improve network reliability and performance for our freight rail operator customers, through better use of data and improved collaboration to manage the integrated supply chain.

We supported a variety of large events in Sydney, as major sporting, music and cultural events scaled up after COVID. A highlight was the Mardi Gras World Pride in March and the Vivid light festival in June, which both attracted more than a million visitors and required significantly enhanced special event rail services.

The Sydney Trains Rail Review delivered a range of interim recommendations this year, to improve the reliability and resilience of rail services. Our team has started implementing the priority programs of work. This includes the Rail Repair Plan, an accelerated program of asset maintenance to remove rail infrastructure defects, renew ageing systems and improve the resilience of the rail network.

Safety continues to be a top priority. Our Enterprise Trackworker Safety Program won a national rail industry award for the innovative use of technology to improve safety for trackworkers. We have also continued to roll out the platform gap filler program, which is delivering positive safety improvements for customers.

We have negotiated a new Enterprise Agreement with unions which received a vote of approval from Sydney Trains and NSW TrainLink employees. We have committed to closer engagement with our people and with unions while investing in new technology and improvements across the rail network.

Our success depends upon our people, and I want to thank our staff for their professionalism and commitment as we work together to deliver simple, reliable and efficient rail services that passengers can rely on and our people are proud to deliver.

**Matthew Longland**  
Chief Executive







# About this report

The Sydney Trains Annual Report 2022–23 provides an overview of our achievements during the financial year against Transport's Outcomes.

Our annual report aims to keep our customers, community, partners, government and industry informed about our performance and meet the statutory requirements set out in the *Government Sector Finance Act 2018*.

## Volume 1

### 01 Overview

A profile on who we are, what we do, our executive and governance framework.

### 02 Strategy

An overview of our strategic direction, mission and behaviours, and how we contribute to delivering on Transport's Outcomes.

### 03 Operations and performance

Highlights key achievements in operating and maintaining the heavy rail network, providing rail services for passengers and network control for freight. It also presents our business performance results and showcases the programs and projects that we delivered this financial year to improve performance against our 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 audited financial statements and Independent Auditor's Report for Sydney Trains.



# 01

## Overview







# About Sydney Trains

## Who we are

Sydney Trains is a NSW Government agency constituted under the *Transport Administration Act 1988* (NSW). Previously reporting to the Greater Sydney division of Transport for NSW, from 22 May 2023 Sydney Trains is arranged within the Transport portfolio and subject to the overall direction of the Transport Secretary.

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

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

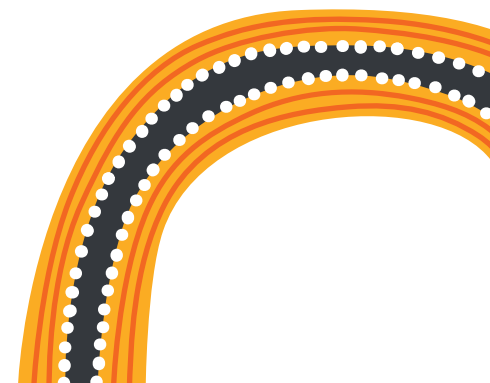
We work with other transport operators to provide safe, integrated, seamless journeys for our customers.

## What we do

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

Sydney Trains is responsible for maintaining assets valued at \$42 billion at current replacement cost. This extends beyond Greater Sydney to include the area bounded by Bomaderry, Lithgow and the Newcastle Interchange. We partner with and maintain a sizeable portion of the NSW TrainLink infrastructure and fleet, including the intercity and regional train fleets. We support access provision for freight and third-party operators to utilise our network.

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



# Our Executive

**Table 1: Sydney Trains executive management as at 30 June 2023**

Name	Position	Periods position held	Qualifications
Matthew Longland	Chief Executive	14 June 2021 – 30 June 2023	Master of Business Administration (Executive) Bachelor of Built Environment, Urban and Regional Planning Graduate Diploma, Urban and Regional Planning
Raechel Mathews	Acting Director Office of the Chief Executive	6 February 2023 – 30 June 2023	Master of Business Administration (Executive) Bachelor of Management Sciences Graduate Certificate in Social Impact
Jasbir Tumber	Executive Director Rail Operations	18 July 2022 – 30 June 2023	Bachelor of Engineering (Hons), Electrical and Electronic Engineering Member of the Australian Institute of Company Directors Chartered Engineer, Institute of Electrical and Electronics Engineers
Hayden Donoghue	Executive Director Train Crewing	15 Feb 2018 – 30 June 2023	Master of Business Administration Bachelor of Business (Agribusiness) Graduate Certificate Supply Chain and Logistics
Nev Nichols	Executive Director Engineering and Maintenance	25 Aug 2021 – 30 Jun 2023	Bachelor of Science Technology (Hons) Post Graduate Diploma Management Fellow of the Institute of Engineering and Technology Fellow of the Institute of Railway Signal Engineers Member of Australian Institute of Company Directors
Maureen Clark	Executive Director Customer Experience	18 July 2022 – 30 June 2023	Graduate Certificate in Business (Public Sector Management) Prosci Certified Change Practitioner Member of Australian Institute of Company Directors

Name	Position	Periods position held	Qualifications
Chadi Chalhoub	Executive Director Safety, Environment, Quality and Risk	27 Sep 2021 – 30 Jun 2023	Master of Business Administration (Executive) Bachelor of Applied Science Graduate of Australian Institute of Company Directors Fellow of Cultural Diversity and Leadership
David Callahan	Executive Director Strategy, Portfolio and Investment	18 May 2020 – 15 May 2023	Master of Business Administration Bachelor of Social Science Graduate of Australian Institute of Company Directors Executive Fellows Program, Australia and New Zealand School of Government Harvard Business School, Strategy Execution
Neil Hazlewood	Acting Executive Director Finance and Commercial  Acting Executive Director, Strategy, Portfolio and Investment	5 July 2021 – 30 June 2023  15 May 2023 – 30 June 2023	Bachelor of Economics Certified Practising Accountant Fellow of the Governance Institute of Australia



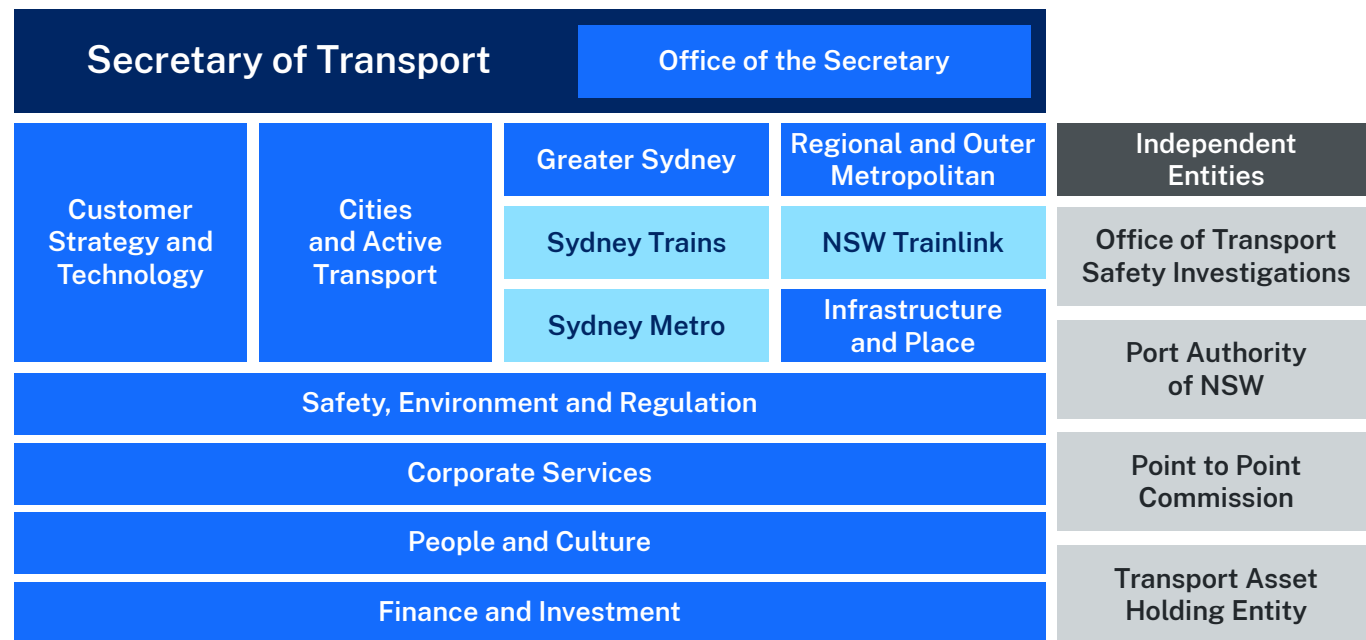
# Transport operating model

Transport for NSW is the lead agency in 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 shows how we work together to deliver outcomes for those we serve. It is designed to enable us to adapt to the changing ways customers and communities engage with us and how they use the transport network.

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

\* See page 28 for Our Five ways of leading



Transport's operating model as at 30 June 2023





# Sydney Trains' operating model

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



## Our organisational structure

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

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

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

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

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

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

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

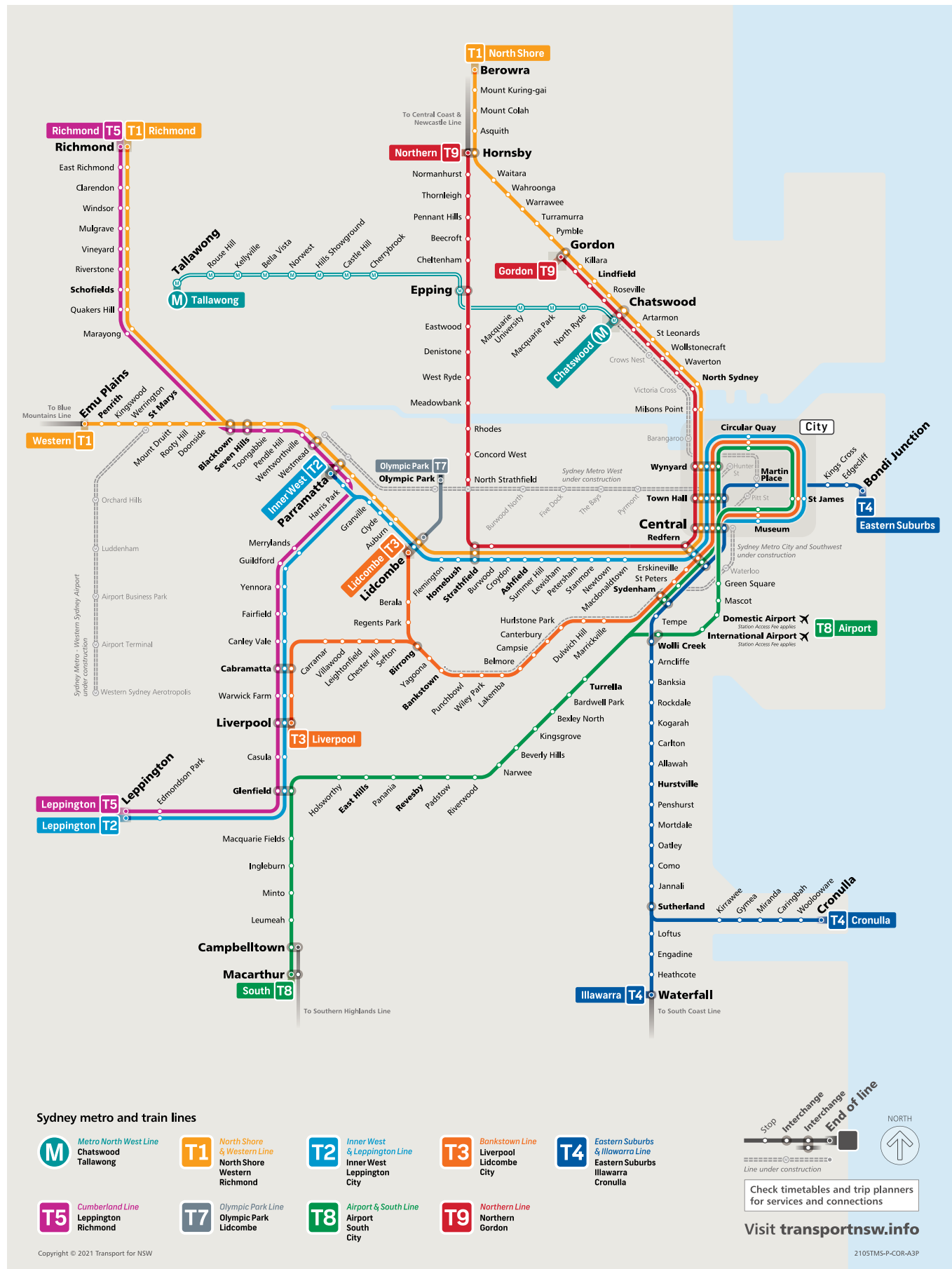
**Safety, Environment, Quality and Risk** delivers support across all areas of rail safety, environment, quality and risk in accordance with the legislative and regulatory requirements of a rolling stock operator and a rail infrastructure maintainer.

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

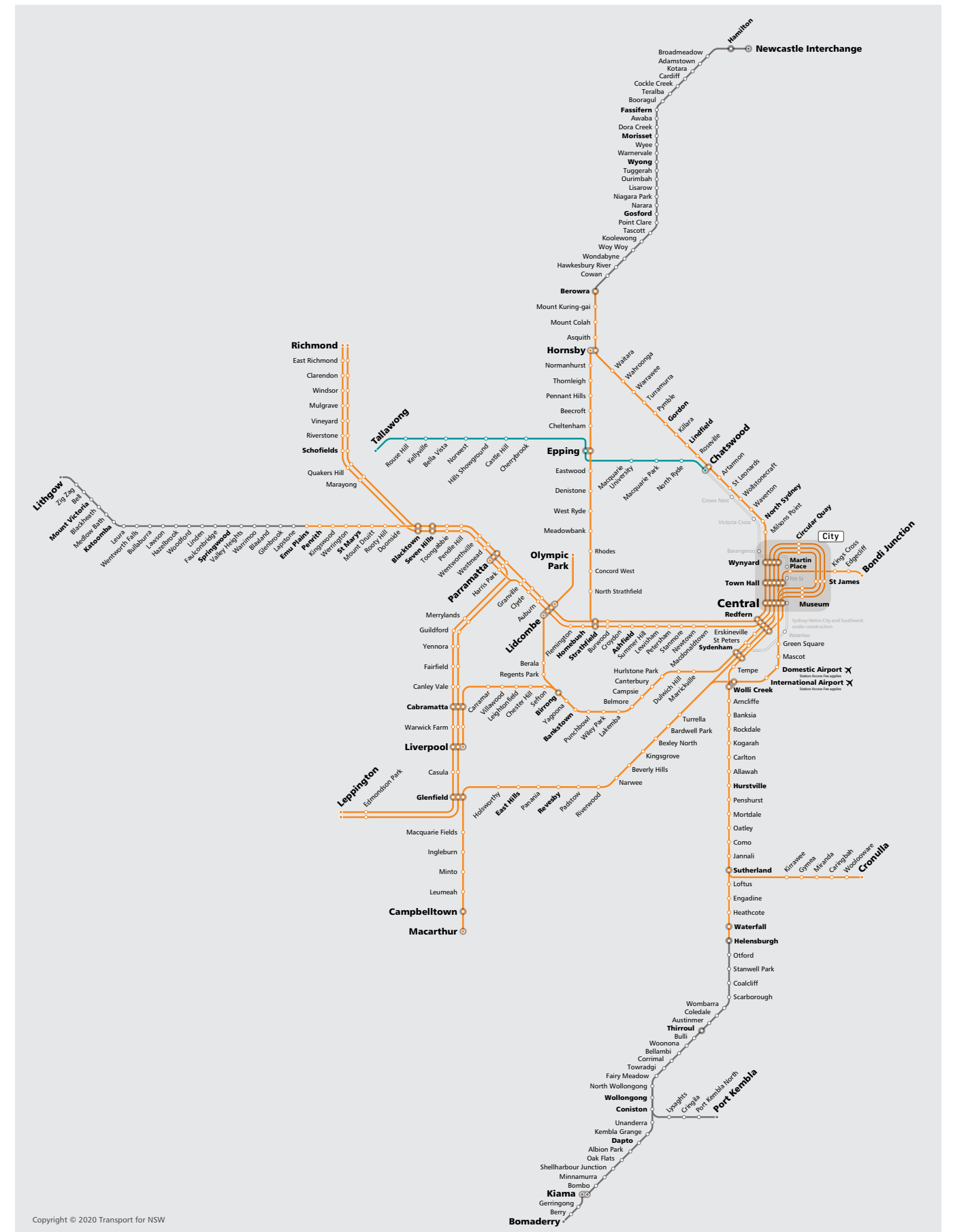
Support for some corporate functions is also provided by Transport for NSW.



# Sydney rail network



# Sydney Trains' asset management boundaries



# Key facts and figures

**259 million**  
passenger journeys

**1,000**  
people can be moved  
by an eight-car train

**46,000**  
timetabled stops  
per weekday

**28.8%**  
of our customers travel at  
least four days per week

**52.9%**  
of our customers are  
travelling to and from work

**\$4.7 billion**  
total cost of operations

**10,000+**  
people work for  
Sydney Trains

**\$42 billion**  
assets under management  
at current replacement cost

**364**  
train stations

**168** Sydney Trains stations  
(four AirportLink and  
one Olympic Park Station  
that are maintained by  
external providers)

**196** NSW TrainLink stations

**297**  
accessible train stations\*  
(including four AirportLink and  
one Olympic Park stations)

**142** Sydney Trains

**155** NSW TrainLink stations

**143**  
escalators

**511**  
lifts

**13,042**  
CCTV cameras

**796**  
Help points

**2,269**  
electric and diesel fleet  
**1,702** Sydney Trains fleet  
**567** NSW TrainLink fleet

**1,800km**  
track maintained,  
including mainline, NSW  
TrainLink and sidings

mainline track, including:

**1,560km** electrified Sydney  
Trains track, AirportLink  
and Olympic Park

**1,719km** overhead wiring  
maintained, including  
NSW TrainLink

**76**  
active road/pedestrian  
level crossings

**4,018**  
signals

**2,229**  
track turnouts  
**1,496** mainline  
**733** turnout sidings

**990**  
bridges  
plus **225** facilities-managed  
footbridges, overhead bridges

**68**  
tunnels

**165**  
electrical substations  
and section huts

**1,970km**  
optical fibre

\* Independent and assisted access.



# 02

## Strategy





# 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.

### Transport Outcomes

Sydney Trains' strategies and plans are underpinned by Transport's Outcomes. The four Transport Outcomes describe the goals we aspire 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 effortless, accessible and personalised journeys, regardless of mode, location or journey type, blending public, private, rideshare, on-demand, active and personal mobility services and options.



#### Successful places for communities

At the heart of communities are places where people come together to interact, transact, travel and connect. Successful places support communities to achieve their desired social, cultural, health, environmental, economic and wellbeing outcomes, now and in the future. Partnership with communities ensures that the places created and impacted by the infrastructure, services and experiences provided by Transport and its partners support their desired outcomes, reflect their people and culture, and protect and enhance communities and their environments.



#### Transport systems and solutions enabling economic activity

The transport system powers and connects a globally competitive, inclusive and sustainable NSW. Transport plays a critical role in driving economic growth and improving quality of life, keeping freight moving productively and sustainably for the people of NSW and Australia, and supporting the transformation of communities into hubs for investment, employment, tourism and essential services. Transport ensures it delivers value for money through sound financial management and effective custodianship of the State's transport assets.



#### Thriving people doing meaningful work

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



### Sydney Trains' mission

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

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

### Sydney Trains' priorities

Sydney Trains' priorities helps us focus our efforts on achieving our mission. 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 and thoughtful 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 – putting the customer first is part of our DNA



#### Sustainability is our future

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



# Our strategic direction

## The Future Transport Strategy Sydney Trains Corporate Plan

The Future Transport Strategy was released in September 2022 and sets out the long-term vision for an integrated transport network that is reflected in Transport's Outcomes.

Future Transport's purpose is to set the directions and principles for access and mobility in NSW, guiding transport investment over the longer term. It will be complemented by supporting plans that articulate the infrastructure, services, policy and technology solutions to support passenger and freight trips.


Our 2022-23 Corporate Plan provided the strategic context for the initiatives we undertook throughout the year to improve our operations, enhance customer outcomes for passenger and freight services, and make us more sustainable.


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


# Our cultural aspirations, commitments and behaviours

## 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 Sydney Trains a great place to work:

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

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

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

## Our Five ways of leading

Since 2019, our Five ways of leading® model has defined the leadership behaviour we need and expect across all parts of 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 of NSW.

# Sydney Trains' commitments

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



### Safety at our core

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



### People at the heart

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

## Sydney Trains SPACE behaviours

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

### Safety

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

### Pride

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

### Accountability

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

### Collaboration

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

### Excellence

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



# 03

## Operations and performance







## Connecting our customers' whole lives

Sydney Trains' rail network is the largest and most complex in Australia. Focussing on delivering the wants and needs of our customers and stakeholders is at the heart of everything we do. Our goal is to provide our customers with a consistent, memorable, accessible, seamless, informed and safe journey to their destination on time.

## Enhancing our customers' experience

We aim to ensure all parts of Sydney Trains see the world through our customers' eyes. Understanding our customers' needs and expectations is vital to ensure we deliver the best service possible. We have a number of exciting deliverables this year focused on improving both our reliability and the overall customer journey experience. In May 2023, Sydney Trains overall customer satisfaction achieved 90 per cent. Sydney Trains customers were most satisfied with 'Ticketing', 'Safety and security' and 'Accessibility' and least satisfied with 'Timeliness' and 'Cleanliness'.

**Table 2: Customer satisfaction**

Measure	May 2021	May 2022	May 2023
Overall level of customer satisfaction with Sydney Trains	93	92	90
Timeliness	88	87	84
Safety and security	93	92	92
Ticketing	95	94	93
Convenience	91	90	89
Accessibility	94	93	92
Comfort	91	92	90
Cleanliness	91	88	85
Information	91	90	90
Customer service	88	87	87

## Carriage Load Project

Sydney Trains is the first train company in the world to release predictive short-term and real-time train and carriage information to its customers. The 'Carriage Load Project' is an innovative solution that allows customers to learn in real time how many people are on any given train service before their trip, so they can plan ahead.

With the emergence of COVID-19 in 2020, it was vital for Sydney Trains to be able to predict how many people are on any given train at any given time and relay that information to customers to reduce crowding and improve their journey when travelling on our busy network.

The project was the first in-house Transport for NSW initiative to successfully harness artificial intelligence through machine learning and establish this as a new corporate capability. The machine learning models continuously assess and learn from using real-time and historical train and customer data to provide safe, accurate train load capacity 14 days in advance and real-time train/carriage load predictions every 15 seconds on the day of travel.

Previously Sydney Trains could only provide actual train and carriage customer load information for active trips on one of its eight train sets – that is, 42 per cent of trips. Customers now have train and carriage load information for all active train trips and train load information 14 days ahead across all train sets.

Highly accurate and timely predictions provide confidence to our customers that the information can be trusted. From Saturday 30 July 2022 to Friday 30 June 2023 the real-time train and carriage model made 115,690,169 (average 357,068 daily) predictions for 901,868 trips (average 2,783 per day) across the Sydney Trains network. These predictions had an average accuracy of 93.7 per cent (or 48 customers per train) when verified against actuals.

Overcrowding on public transport creates a major strain on the quality of service and can result in service delays during peak hours. Public transport passenger load predictions enables station staff to better manage crowding, increasing the reliability of transport systems. For customers, knowing how crowded a train or carriage is ahead of taking the service could be more important than choosing the shortest travel time or the least number of interchanges when planning their trip.

The models are planned to be extended by Transport for NSW to other transport modes such as buses, ferries and light rail to make the innovation truly multimodal.

## 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 customers) 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. Customers 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.

Sydney Trains and NSW TrainLink 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 14 stations on the Sydney network, and 21 stations on intercity and regional train networks.

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 Sydney Trains and NSW TrainLink customer service staff have undertaken the training.

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

### First Impressions Count Program

One of the most common reasons customers write in is to comment on the cleanliness of carriages. We know that an exterior (with graffiti and sticker residue) and an interior (with rubbish and grime) can make people feel less safe. Our fleet maintenance teams work hard (day and night) to ensure our trains are clean and ready for the travelling public. To help accelerate their efforts, a special 'First Impressions' taskforce was set up at Olympic Park with cleaning teams operating like a pit crew – at the ready to turnaround the trains as they arrive. A new wash plant initiative has been implemented, with trains scheduled to get a scrub every time they arrive in a maintenance centre. New products and technology have been sourced to remove sticker residue and clean the front and side panelling of the Tangaras. On the inside, new products and equipment are being trialled to not only improve cleaning but also to make the job easier and safer.

### SpeechMagic and MultiLingual announcer

Sydney Trains is committed to providing information to all customers and developed two technology concepts to improve customers' travelling experience.

SpeechMagic converts station staff announcements to text on passenger information display screens, meaning deaf or hard of hearing customers can see announcements in real-time. It is currently being tested in a live environment at Epping Station and if successful will be incorporated across the Sydney Trains network as part of an upgrade to passenger information systems at stations.

MultiLingual Announcer assists customers from a non-English speaking background with real-time train information in a selected language. This product leveraged existing Sydney Trains infrastructure to enable additional functions, minimising the cost to the organisation. The trial app has undergone user testing by volunteers and is now being reviewed and improved to inform next steps.

### Sydney Trains fleet wraps display NAIDOC pride

In June 2023, three of Sydney Trains' B-Sets entered service with their lead and rear cars in a NAIDOC week wrap. All three trains operated across the Sydney Trains network over the four weeks, connecting people, places, and stories.

NAIDOC Week, which runs from 2 to 9 July, is a time to celebrate and recognise the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. This year's theme, 'For Our Elders', acknowledged the teachers, survivors, advocates, leaders and loved ones who have come before us.

### Platform Gap Reduction Program

Following successful platform gap reduction trials at Circular Quay, a further 10 platforms at Town Hall (3 platforms), Bondi Junction (1), Wynyard (3), Chatswood (2) and Wollie Creek (1) have been upgraded to avoid/reduce the severity of incidents where customers may fall in the gap between the platform and the train.

This program is complemented by an integrated marketing/awareness strategy including messages such as 'Mind your step', 'Don't Rush', 'Slow down in the wet', 'Use the lift when travelling with a pram/bike/luggage', customer information and the Community and Schools Education Program.

### Corridor fencing

As part of an ongoing risk management program focused on unauthorised entry and security breaches of the network, the corridor fencing program delivered upgrades at Miranda, Cardiff and Sutherland this financial year. The program's risk reduction focus is on the impact of illegal trespass on on-time running performance, injuries and in some cases death from illegal trespassers as well as graffiti trains, damage to infrastructure and theft of equipment/materials.

### Operational excellence every day

Sydney Trains continued to see an increased volume of passengers using our network particularly in the second half of the financial year. This was driven by the return of the public and workers to the rail network and the support for numerous successful events including Sydney World Pride 2023 and the Vivid Festival.

Overall, it was a challenging year for the delivery of on time performance with extreme weather events,

infrastructure failures and other issues impacting network performance. Despite these challenges, peak service punctuality improved in the second half of the financial year corresponding with this increased passenger demand.

Sydney Trains is implementing a suite of initiatives to drive improvements in performance in response to the Independent Review of Sydney Trains. These include the Rail Repair Plan, ROC Improvement Program, and communication and performance recovery initiatives.

**Table 3: Moving customers on time and reliably**

	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	2022-23
<b>Customers on time (%)</b>													
Target: ≥92%	86.5	82.6	87.2	83.7	83.9	91.8	92.9	89.1	87.9	91.8	91.4	87.3	89.7
<b>Peak (service) punctuality (%)</b>													
Target: ≥92%	82.5	80.7	84.5	81.3	80.8	88.9	91.2	85.9	83.9	89.1	89.2	84.3	85.1
<b>Customer punctuality, at 3 lost customer minutes (%)</b>													
Target: ≥90%	86.6	84.4	85.6	84.5	82.4	86.9	88.2	85.8	85.0	86.5	87.4	85.0	85.8





## Successful places for communities

### New Year's Eve, Vivid – Dark Spectrum, and other major events

Crowds returned to our harbour foreshore in significant numbers on New Year's Eve, the largest since COVID-19 and nearing record highs.

Vivid was once again a great success with multiple timetables developed over the 22-day festival. The drone show was popular beyond expectation with our teams required to pivot our plans to ensure we safely met the customer demand.

The opening of Dark Spectrum at Wynyard tunnels was also a big hit and was extended past Vivid. The 'secret' railway tunnels below Wynyard Station were open to the general public for the first time as part of Vivid Sydney's light spectacular, providing people with a peek into a rare surviving remnant of Sydney's original tram network. Visitors were guided through a 1 km progression of colour across eight different rooms full of light and sound. Each room was associated with a new mood and relied on body movements to come alive. A significant collaboration between Transport for NSW, TAHE (as the owner of the tunnels) and Destination NSW (lead agency for Vivid Sydney), Dark Spectrum is an example of how working together delivers spectacular outcomes for the people of and visitors to NSW.

Another jam-packed calendar for the NRL season was highlighted by two major events, with the 2022 Grand Final attended by 82,415 fans and the 2023 State of Origin Game 3 attended by 75,342. Our planning and readiness for these events has become well versed and continues to be world class.

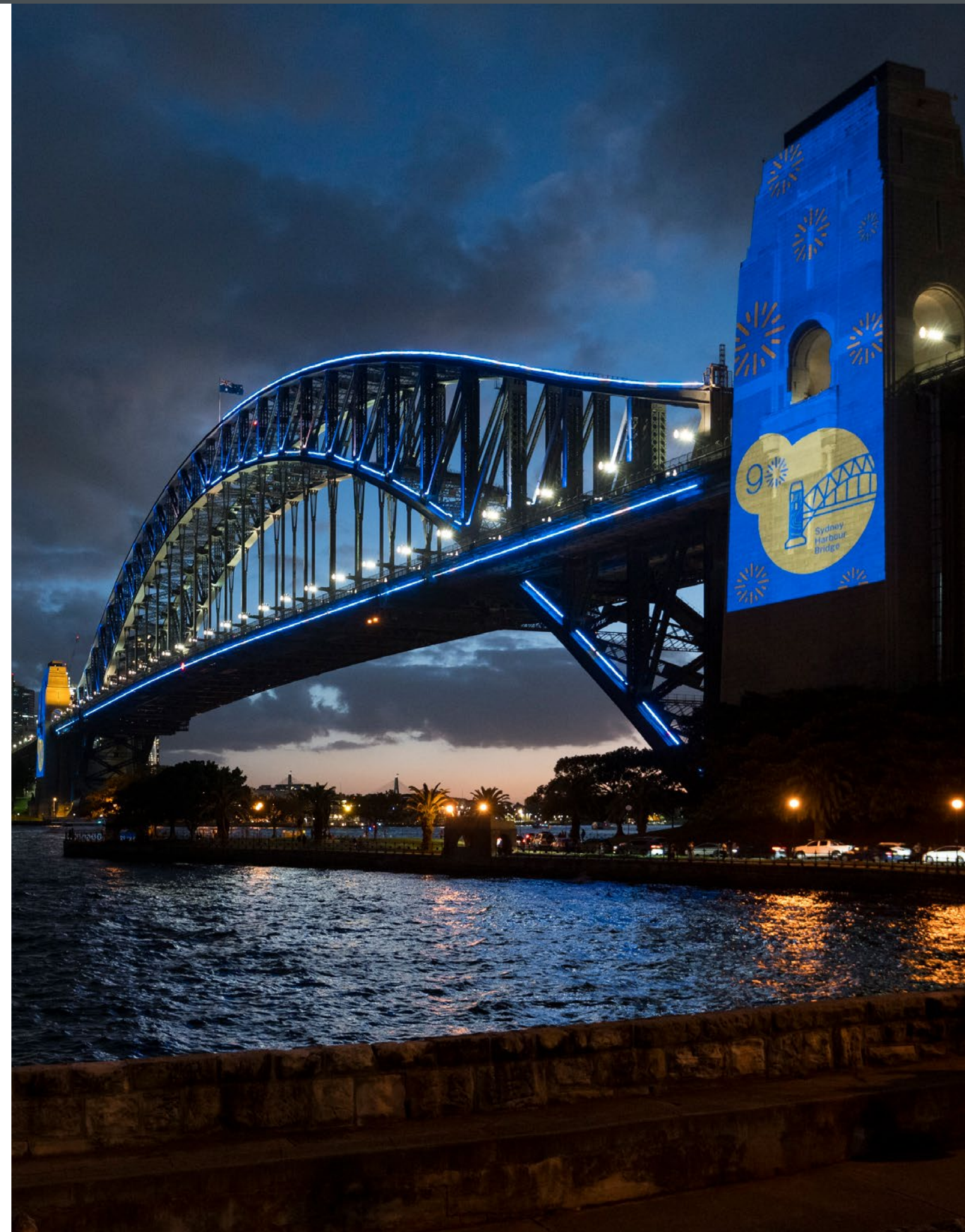
A number of stadium concerts also returned. Ed Sheeran, with a record 171,699 fans attending over two nights at Accor Stadium, was just one of many to take to the stage throughout the year. Harry Styles, Guns N' Roses and Elton John were among many other concerts which saw the Planning team deliver the most special event trains in over four years.

### Sydney Trains Experience Program (STEP)

On Sunday 16 April, Sydney Trains welcomed 13 Camp Quality families impacted by cancer for a day out on the iconic steam locomotive 3801 – the pride of our heritage fleet. The day started with breakfast at Central Station and was followed by a pre-departure performance by the NSW Railway Band. The 3801 took families to the NSW Rail Museum in Thirlmere where they were treated to a range of activities including exploring the museum, games, face painting and climbing aboard the cabin of old steam locomotives. The event is part of a new Sydney Trains Experience Program (STEP), in partnership with Transport for NSW, Transport Heritage and Abbot Risk Consulting, which aims to bring community groups into the railway museum and share some of our history.

### Clyde Precinct Solar Photovoltaic (PV) reached practical completion

The installation of the solar PV system has reached practical completion on the Clyde Hub and Clyde Warehouse. The total size of the system is 397kW consisting of two systems: a 49kW system on the Clyde Hub, which will supplement the power requirements of the Hub office energy requirements; and a 348kW system on the Clyde Warehouse building. The Clyde Warehouse has a high energy demand due primarily to the server load from the new testing facilities hosted there, including Signalling, Control Systems, Operational Technology and Digital Systems. It is anticipated that 100 per cent of the Clyde Warehouse daytime load will be met by the PV system.







## Transport systems and solutions enabling economic activity

### Key maintenance projects

We continued to deliver maintenance programs while managing demand on the network, and amid the challenges presented by the Protected Industrial Action.

Over 2022–23, Sydney Trains delivered key maintenance projects including:

- The renewal of life expired telemetry on the Richmond branch as part of the Blacktown Advanced Train Running Information Control System (ATRICS) project to improve reliability for our customers.
- Commissioning of Fairfield and Granville ATRICS enabling control from the Rail Operations Centre and decommissioning of push button control panels at these locations.
- Completion of the renewal of interlockings between Dapto and Kiama.
- Replacement of the 66kV bulk Oil High Voltage Circuit Breakers, improving safety and network reliability while minimising environmental impacts.
- Replacement of platform tactile markers for the vision impaired at seven stations.
- Completion of 33 turnout renewals including renewals of critical and complex crossovers at Illawarra Junction and Flemington.

In addition, we also delivered:

- 37.6 km of rerailling
- 16.8 km of rail milling
- 455.7 km of resurfacing plain track
- 13.3 km of contact wire renewal
- 654 turnout grinding
- 81 turnout refurbishments
- 1,115.8 km of rail grinding
- 65 track circuit renewals
- 127 track circuit refurbishments
- 7.7 km of ballast cleaning
- 7 bridge refurbishments
- 6 lift renewals
- 224 cars went through Component Change Out and Inspections.

### Investing for the future

We continued to improve rail asset management in the safest, most cost-effective and reliable way through leveraging people and investing in innovative technologies, maintenance and engineering solutions. Our asset management system delivers standardised, end-to-end business processes and technology to better manage the asset lifecycle, providing increased value and return on investment as well as more trains and more services for our customers.

Real-time asset condition data was used to inform our decisions for refurbishment, replacing like-for-like or upgrading to a higher order configuration. This has improved maintenance efficiency and better targeted maintenance expenditure.

### Digital Systems Program

The Digital Systems Program is bringing world-class, proven technology to Sydney Trains. The European Train Control System Level 2 (ETCS Level 2) and Traffic Management System (TMS) technology will help us improve safety, reliability and performance. Current signalling and train control technology will be replaced with these internationally proven intelligent systems as we respond to community and customer needs and expectations for the future. When implemented across the rail network, it will be one of the biggest changes to our network since electrification in 1926.

ETCS L2 and TMS will initially be deployed on parts of the T4 Line from Sutherland to Cronulla and from Redfern to Bondi Junction (Tranche 1). It will then be rolled out on North Shore, City Circle, City Area and Sydney Terminal (Tranche 2).

This staged deployment approach allows us to establish a baseline for future work, integrating the system into the network and fitting onboard equipment to the electric fleet while minimising operational impacts to our staff and customers.

### Program highlights include:

- Installation of equipment trackside
- Successful establishment of the Integrated Test Lab (ITL) at Clyde, co-located with the engineering test lab for the existing Sydney Trains systems
- Consultation and readiness activities underway to support Systems Integration Testing
- Engagement with key stakeholders underpinned by immersion in the new technology, frontline focus groups, formal consultative forums, and a commitment to new ways of working together.

### New European Train Control System installed on track patrol vehicle

In June 2023, Mechanised Track Inspections Program marked a significant milestone when one of two mechanised track patrol vehicles was successfully fitted with the European Train Control System (ETCS). These vehicles form an exclusive fleet dedicated to surveying over 1,500 km of the Sydney Trains network each fortnight, ensuring its safety and reliability. The installation of ETCS will allow the vehicles to operate when the new trackside Digital Systems infrastructure is commissioned on the Bondi and Cronulla lines late next year.

### Infrastructure and fleet

Trackside condition monitoring equipment continued to be installed to enable us to facilitate and carry out predictive maintenance. Maintenance teams are alerted when an infrastructure failure is detected, prompting maintenance to be undertaken before the fault impacts customer service. Predictive maintenance also improves the reliability of equipment and whole-of-life maintenance costs.

### Track

In 2022–23, there was a continued focus on renewals of the life expired turnouts at critical locations, targeted track reconditioning and turnout refurbishment in operationally critical areas. Ballast cleaning has progressed on the Illawarra Line to improve network resilience and reliability. We also upgraded points operating levers at 23 yard locations to improve the safety of shunting staff.

Trials of Polish Pass Grinding have been carried out on the North Shore Line as part of the rail management process. The trials were undertaken in between grinding cycles with a minimum of metal removal to help contain the emergence and growth of surface condition defects.

Sydney Trains continued with Technical Maintenance Plan (TMP) Optimisation for turnouts, exploring innovative technologies, processes and systems to automate inspection of turnouts and predict broken rail incidents. We initiated a review of Welded Track Stability Analysis (WTSA) to reduce red zone working by track staff and to gain maintenance efficiencies.

### Signals

This financial year saw the commissioning of ATRICS control for Granville, Westmead, Parramatta, and Fairfield areas as control was transferred to the Rail Operations Centre. This provides improved reliability and network management for these areas. Additionally, telemetry was upgraded for the Richmond line, which will improve services for our customers. Commissioning of the final interlocking upgrades, from Westtrace I to Westtrace II, also took place for the Dapto to Kiama project as part of the Resignalling program.



## Civil

The condition assessment of 750 bridges was completed at the end of June. The data, which represents 75 per cent of the bridge population maintained by Sydney Trains, will be used as inputs into the Bridge Asset Life Cycle Optimisation model.

In 2022–23 Sydney Trains also commenced a project to risk assess and gather data for approximately 2,700 cuttings and embankments and 1,100 retaining walls across the network. Both projects will provide information to give Sydney Trains improved asset knowledge and enable better forecasting of long-term asset investment requirements.

To address the impact of the severe weather events in 2022, Sydney Trains is undertaking an increased number of projects in the annual works program, removing and repairing hazards and improving cutting and embankment stability.

Twelve platforms now have the Platform Gap Filler assets installed on the network, after the delivery of the seven that were scheduled for this financial year.

No fall in gap incidents have been reported at the priority platforms following the installation of the Gap Filler assets.

## PMP (Performance Maintenance Program) and RRP (Rail Repair Plan)

The Rail Repair Plan (RRP) was initiated following the Sydney Rail Review and is the biggest coordinated program of rail maintenance ever undertaken in Sydney at an estimated cost of \$97 million funded out of existing unspent budgets. Sydney Trains has mapped out a large-scale maintenance program that is currently taking place every weekend for approximately the next year, and is designed to carry out several years' worth of normal maintenance works in that time. The RRP work include defect removal, additional maintenance inspections and reliability improvement projects. The Performance Maintenance Program (PMP) continues to concentrate on the removal of high-priority defects in rail assets across the network.

## Heavy Plant

To keep up with the increased maintenance demand and ensure the rail network is kept safe, Sydney Trains have investigated options for new or upgraded plant equipment to generate future operating efficiencies, such as lower network maintenance downtime and cost benefits.

## Fleet

The delivery of the OSCar Obsolescence Management project has significantly progressed this financial year with a new communication and surveillance system successfully trialled and accepted by train crews. The project will continue into next year with the new Train Operating System expected for trial in October 2023. Longer term, Sydney Trains' fleet strategy is supporting the transition to accommodate the introduction of the Mariyung Fleet and Regional Rail Fleet.

## Freight

Sydney Trains responded to some significant challenges faced by the network throughout the year. One of the largest challenges was the freight train derailment at Linden on 14 December 2022. Over 15,000 sleepers, 19 km of rail and 10 km of track leads were damaged beyond repair as a result of the incident. Our team worked tirelessly with our stakeholders including the freight industry, NSW TrainLink and the maintenance teams to deliver effective alternative plans over the Christmas period. The line was completely reopened on the 20 January 2023, with freight services given priority access windows leading up to the full line reopening.

The Planning team's disaster response efforts in 2022 saw the team named Finalists at this year's Australasian Rail Industry Awards. During 2022, Sydney Trains responded to 10 major incidents that severely impacted large sections of the network. Each required large-scale, complex engineering rectifications works in addition to agile, creative planning solutions to provide critical rail freight pathways during recovery. We worked closely with freight operators to understand their changing needs throughout the incident recovery period and created innovative and flexible solutions to suit their requirements. This close collaboration ensured critical rail freight services continued to operate and it enabled recovery teams to work safely and efficiently.







## Thriving people doing meaningful work

### Elevate customer service training

The Elevate program has delivered customer service training to over 2,000 frontline team members in Customer Experience to uplift their service capability. The program included a one-day workshop as well as digital learning solutions to embed the knowledge learnt during these workshops. The program was a Finalist in the 2022 Australian Institute of Training and Development Excellence Awards. Due to its success, a new Elevate program will be launched in the 2023–24 financial year.

### Supporting Transport and NSW Government

Sydney Trains' dedicated collaboration capability, Customer Central co-designed and facilitated a record 145 workshops across Sydney Trains, Transport, and other government agencies. Customer Central also offered the venue space for a further 45 events, with a strong focus on accelerated strategic processes, improved ways of working and supported operational improvements. Highlights included regular Freight Forums, the Signal Box Operation Women's Forums, the RailOps Inclusivity Working Group, the I&P Stretch RAP, the first joint forum of the Australian Constructor's Association and Transport for NSW and the NSWTrainLink Customer First Principles Roadshow.

### Homebush Simulator Training Room

The Homebush Simulator Training Room was opened in March 2023 increasing the organisation's capacity to train new signallers and area controller recruits. This new facility including multiple new simulators and upgrades to existing simulators is a substantial investment in the signaller training area, which will assist to address shortages of these roles in the organisation.

The new facility includes six ATRICS simulators, which will help prepare trainee signallers to face real-life scenarios on the network.

### Enhanced signaller initial employment training

The Accelerate program is a strategic fast-track program for trainee signallers encompassing adult learning methodology and the best practice approach of 70:20:10 on-the-job training with less classroom participation and more interactive experiences. The program was developed after a lack of hands-on practical training in the field or simulated training was identified as a factor in low employee engagement by newly onboarded signallers. The structured learning program is enabling an uplift of 140 per cent per annum in terms of signaller trainees being brought through the program.

### ADF exercises

Sydney Trains provides the Australian Defence Force (primarily the Army) with access to rolling stock and stations to allow them to undertake exercising in respect to deployment of their resources to an incident within the rail network. This includes deployment of resources required to support ADF interdiction, tactical response within stations and on rolling stock, post-incident medical response and familiarisation tours of rolling stock and stations to provide rudimentary operating knowledge. This is achieved through a collaborative approach from various parts of Sydney Trains including Incident Response, Engineering and Maintenance, Customer Experience and Security.

A number of ADF exercises took place over the reporting period, including medic exercises at Olympic Park and Penrith, familiarisation exercises at St James and Central Stations and tram tunnels at Wynyard, and a bomb disposal exercise at Marulan.

### Improving health literacy

The Foundation in Health program aims to improve health literacy among staff in the Engineering and Maintenance Branch. Almost 3,500 participants from the branch have engaged with the program, with a utilisation rate of over 60 per cent.

The program emphasises the prevention and treatment of musculoskeletal injuries, improving mental health and enhancing general wellbeing. Each of these areas offers both preventive measures, such as SafeSpine to prevent work-related injuries, and remedial solutions, such as onsite physiotherapy to treat both non work and work-related injuries. For mental health, we have customised our approach to cater to the needs of night shift workers,

heavy maintenance workers and office workers, with a focus on fatigue management, sleep health, resilience and self-care. For general wellbeing, we have curated our services based on feedback from our participants. Our offerings include health check stations, skin checks, nutrition advice, and on-site wellbeing programs aimed at meeting the specific needs of our people.

### Inaugural in-field recertification for Sydney Trains Protection Officers

Protection Officers are key to facilitating the conduct of safe working practices within the high-risk rail corridor. As a rail safety worker, Protection Officers are issued a Rail Industry Worker Card (previously Gold Card) when they have attained the required level of competence relevant to the role, either from approved training and/or assurance of competency in the field. Evidence of competence for all Protection Officers must be recertified every two years.

This year, rather than undertake offsite recertification assessment, 1,511 Protection Officers completed in-field assessments for the very first time, enabling their

competency to be assured in the operational environment.

The success of this initiative means that the Protection Officer Recertification Program will continue on a rolling-basis and, where possible, be conducted on the job, resulting in improved safety compliance and assurance, as well as providing time, rostering and cost efficiencies.

For their efforts in facilitating this program, our Rail Safety Coaches were recognised by the Rail Industry Safety and Standards Board, receiving a highly commended result in the 2023 Front-Line Worker Safety Initiative Rail Safety Award.







# Independent reviews and taskforces

In 2023, the NSW Government commissioned several independent reviews and established taskforces to inform decision making about different elements of transport in NSW and to recommend actions on key issues. The reviews include the Sydney Trains Rail Infrastructure and Systems Review, with an initial focus on governance and accountability, asset management and planning, reliability and resilience.



# Financial performance summary

## Revenue and expenses

Our key performance areas are:

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

For the year 2022–23, Sydney Trains received \$1,787.6 million (2021–22: \$1,240.7 million) in income, while total expenses of \$4,748.7 million (2021–22: \$4,053.4 million) were incurred in operations, depreciation and financing costs. The resulting deficit from operations, before government and other contributions was \$2,961.0 million (2021–22: \$2,812.7 million).

## Government and other contributions and other comprehensive income

Government contributions towards day-to-day operations of Sydney Trains were \$2,893.4 million (2021–22: \$2,793.4 million) for the year. The government contribution towards Sydney Trains capital investment program for 2022–23 was \$35.1 million compared to \$20.5 million in 2021–22. Sydney Trains received a rebate of \$45.7 million (2021–22: nil) from TAHE in relation to Airport Line operations. Sydney Trains recorded a deficit from operations of \$32.6 million (2021–22: surplus of \$1.1 million). The resulting deficit for the year after impairment losses and other gains/losses was \$32.6 million (2021–22: surplus of \$7.4 million).

Other comprehensive income for the year was a surplus of \$40.5 million (2021–22: surplus of \$238.5 million). The total comprehensive income for the year was therefore a surplus of \$7.9 million (2021–22: surplus of \$245.9 million).

## Transport entity cost recoveries

During 2022–23 Sydney Trains recovered \$1,003.2 million (2021–22: \$850.1 million) in services revenue from related transport entities, \$650.0 million for operational and maintenance services to related transport entities (2021–22: \$582.4 million), \$347.5 million for capital delivery activities as construction revenue (2021–22: \$264.2 million) and \$5.7 million for assigned staff to other entities (2021–22: \$3.6 million).

Total expenses (net of recoveries) were \$3,745.4 million (2021–22: \$3,203.3 million).

The recovery of costs from passengers was 17.7% in 2022–23 (2021–22: 10.9%).

**Table 4: Capital investment**

	2021–22 \$ million	2022–23 \$ million
<b>Capital investment</b>		
Property, plant and equipment	4.1	2.9
Intangible assets	8.2	10.4
Capitalised major periodic maintenance	16.3	11.5
<b>Capital investment</b>	<b>28.6</b>	<b>24.8</b>
Right-of-use assets	1,959.2	562.9
<b>Total capital investment Sydney Trains</b>	<b>1,987.8</b>	<b>587.7</b>
<b>TAHE projects delivered by Sydney Trains</b>		
Capitalised major periodic maintenance	206.2	265.0
Other	58.0	82.5
<b>Total TAHE projects delivered by Sydney Trains</b>	<b>264.2</b>	<b>347.5</b>

## Performance against budget

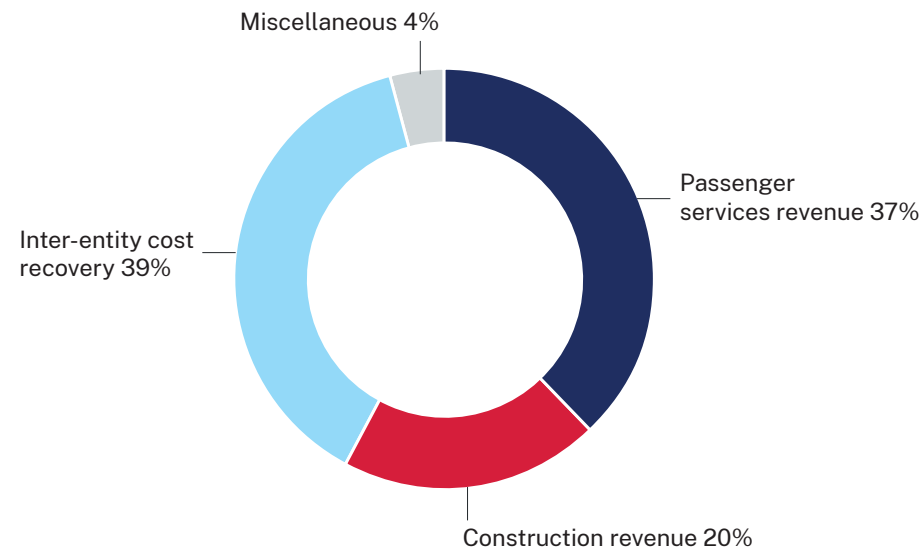
Sydney Trains transport operating performance (net of recurrent grant from Transport for NSW) was \$89.8 million favourable to budget which included an additional grant of \$40 million from Transport for NSW.

## Maintenance expenditure

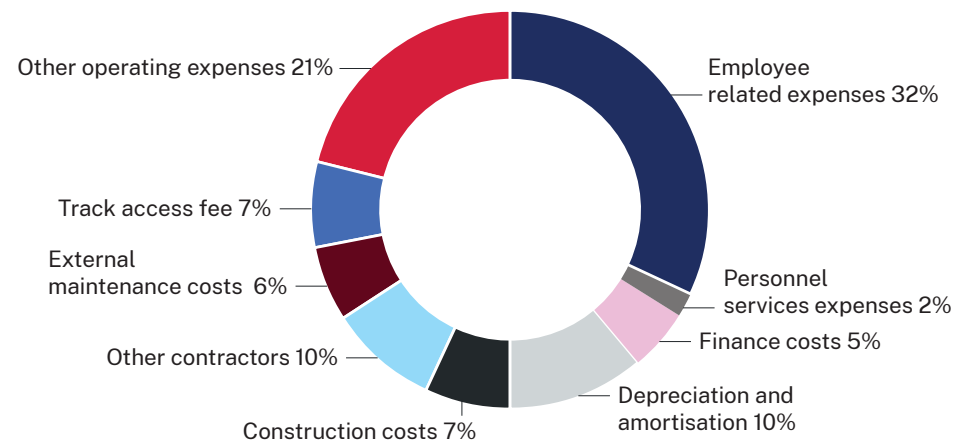
Maintenance expenditure by Sydney Trains totalled \$1,500.8 million (2021–22: \$1,306.9 million), which included \$276.5 million (2021–22: \$222.5 million) of capitalised maintenance on TAHE and Sydney Trains assets. Total maintenance undertaken includes work performed for NSW Trains' fleet, facilities and network infrastructure.



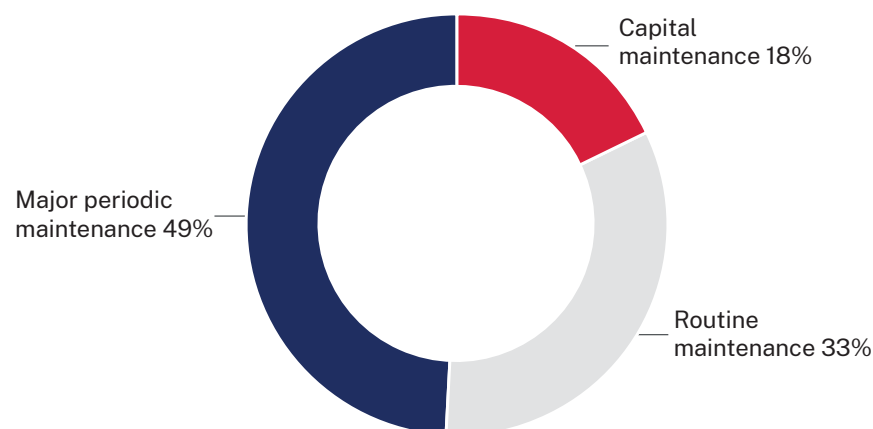
**Figure 1: 2022–23 Total income: \$1,787.6 million**



**Figure 2: 2022–23 Total expenses: \$4,748.7 million**



**Figure 3: 2022–23 Total maintenance: \$1,500.8 million**



**Table 5: Sydney Trains financials at a glance**

	2014–15 \$ million	2015–16 \$ million	2016–17 \$ million	2017–18 \$ million	2018–19 \$ million	2019–20 \$ million	2020–21 \$ million	2021–22 \$ million	2022–23 \$ million
Passenger services revenue	712.4	721.6	779.6	852.7	904.5	722.4	480.7	347.7	662.7
Other income	1,124.1	1,204.8	1,248.3	1,269.7	1,157.3	1,096.9	1,105.8	893.0	1,124.9
Income from operating activities	1,836.5	1,926.4	2,027.9	2,122.4	2,061.7	1,819.3	1,586.5	1,240.7	1,787.6
Total expenses	3,371.6	3,362.9	3,531.9	3,713.8	3,778.5	3,775.1	3,800.3	4,053.4	4,748.7
Deficit from operations before government contributions	-1,535.1	-1,436.5	-1,504.0	-1,591.5	-1,716.7	-1,955.8	-2,213.8	-2,812.7	-2,961.0
Government subsidies and concessions	1,256.5	1,213.0	1,281.3	1,360.9	1,461.5	1,683.7	2,172.9	2,793.4	2,893.4
Deficit from operations before capital contribution	-278.6	-223.5	-222.7	-230.6	-255.2	-272.1	-40.8	-19.3	-67.7
Government contributions for capital expenditure	64.0	0.0	58.3	13.7	24.1	13.3	16.4	20.5	35.1
Government and other contributions	1,320.5	1,213.0	1,339.6	1,374.6	1,485.6	1,697.0	2,189.3	2,813.8	2,928.5
Deficit from continuing operations	-214.7	-223.5	-164.4	-216.9	-231.1	-258.8	-24.4	1.1	-32.6
Impairment losses & Other gains/(losses)	0.0	0.0	0.0	0.0	-0.1	-3.5	-1.9	6.3	0.0
Deficit for the year	-214.7	-223.5	-164.4	-216.9	-231.2	-262.3	-26.3	7.4	-32.6



**Table 6: Cost and revenue per journey/Revenue car kilometre**

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Net operating costs per revenue car kilometre* 1	\$9.00	\$8.82	\$9.43	\$9.40	\$9.75	\$9.72	\$9.81	\$10.49	\$13.12
Net operating costs per passenger journey* 2	\$6.00	\$5.38	\$5.50	\$5.75	\$5.96	\$7.63	\$11.38	\$15.71	\$11.48
Passenger revenue per passenger journey	\$2.44	\$2.24	\$2.29	\$2.37	\$2.40	\$2.45	\$2.47	\$2.30	\$2.56
Real cost per revenue car kilometre	\$11.03	\$10.66	\$11.17	\$10.91	\$11.13	\$10.99	\$10.96	\$11.24	\$13.12
Real cost per passenger journey	\$7.36	\$6.50	\$6.51	\$6.68	\$6.80	\$8.62	\$12.71	\$16.83	\$11.48

\* Net operating costs are in nominal dollars.

1 The real cost per revenue car kilometre is \$11.03 for 2014-15, \$10.66 for 2015-16, \$11.17 for 2016-17, \$10.91 for 2017-18, \$11.13 for 2018-19, \$10.99 for 2019-20, \$10.96 for 2020-21, \$11.24 for 2021-22 and \$13.12 for 2022-23. Revenue car kilometre is based on scheduled revenue car kilometre.

2 The real cost per passenger journey is \$7.36 for 2014-15, \$6.50 for 2015-16, \$6.51 for 2016-17, \$6.68 for 2017-18, \$6.80 for 2018-19, \$8.62 for 2019-20, \$12.71 for 2020-21, \$16.83 for 2021-22 and \$11.48 for 2022-23.

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

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



## Investment Performance

Treasury policy mandates Sydney 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.

## Land disposal

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

## 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 increase 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.



# 04

## Management and accountability





# Executive and employee remuneration

## Number and remuneration of senior executives

In 2022–23, the percentage of total employee-related expenditure relating to senior executives was 3.3 per cent compared to 3.4 per cent in 2021–22.

**Table 7: Number and average total remuneration package of senior executives**

Transport senior service level	Female	Male	Total	Average total remuneration package
<b>TSSE Band 3</b>				
2022–23	0	1	1	\$533,205
2021–22	0	1	1	\$522,750
2020–21	1	1	2	\$530,000
<b>TSSE Band 2</b>				
2022–23	4	16	20	\$357,688
2021–22	4	13	17	\$362,956
2020–21	3	15	18	\$353,322
<b>TSSE Band 1</b>				
2022–23	28	89	117	\$253,019
2021–22	26	84	110	\$251,945
2020–21	36	100	136	\$253,079
<b>2022–23 total</b>	<b>32</b>	<b>106</b>	<b>138</b>	<b>\$270,218</b>
<b>2021–22 total</b>	<b>30</b>	<b>98</b>	<b>128</b>	<b>\$268,807</b>
<b>2020–21 total</b>	<b>40</b>	<b>116</b>	<b>156</b>	<b>\$266,450</b>

## Employee remuneration

**Table 8: 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	31	77	108	25	94	119	0	22	22
\$50,001–\$75,000	1,054	2,804	3,858	1,038	2,689	3,736	781	1,763	2,544
\$75,001–\$100,000	599	3,054	3,653	609	2,990	3,599	944	3,428	4,372
\$100,001–\$125,000	320	1,036	1,356	202	623	825	226	967	1,193
\$125,001–\$150,000	262	896	1,158	271	1,227	1,498	236	829	1,065
>\$150,000	276	812	1,088	196	795	991	301	1,389	1,690
<b>Total</b>	<b>2,542</b>	<b>8,679</b>	<b>11,221</b>	<b>2,341</b>	<b>8,427</b>	<b>10,768</b>	<b>2,488</b>	<b>8,398</b>	<b>10,886</b>

\*Inclusive of industry allowance

## Payments to consultants

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

The Transport portfolio has aligned to the published definition of a consultant across all procurement spending for annual report purposes. The following tables outline the amounts paid by Sydney Trains to consultants in 2022–23.

**Table 9: Consultants engaged**

Consultant	Category	Project	Total actual cost (\$)
Ernst & Young	Management services	Research to understand the overall experience of using upgraded public bathroom	62,121
KPMG	Management services	Enterprise program support	853,350
KPMG	Management services	Integrated Engineering Services implementation support	249,600
KPMG	Management services	Engineering and Maintenance Branch Revalidation Program	249,950
PricewaterhouseCoopers	Management services	NextGen	357,899
<b>Total contracts of \$50,000 or more (5 contracts)</b>			<b>1,772,920</b>
<b>Total contracts of less than \$50,000 (4 contracts)</b>			<b>72,959</b>
<b>Total expenditure for 2022–23</b>			<b>1,845,879</b>



# Overseas travel

**Table 10: Overseas visits by Sydney Trains employees**

Officer	Destination	Purpose
Deputy Executive Director, Network Growth	Bangkok, Thailand	To appear as a speaker on the 'Preparing for a predictive maintenance future' panel at the Asia Pacific Rail 2023 conference.
Deputy Executive Director, Fleet Maintenance	Beasain, Spain	For NSW staff representatives to travel to the Construcciones y Auxiliar de Ferrocarriles manufacturing facility prior to acceptance of the new rolling stock assets.

Both trips were paid for by Transport for NSW.

# Legal change

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

## Significant judicial decisions affecting the agency or users of its services

### *Sydney Trains v Stephen Allan Taylor and others* [2023] FWCFB 49

The Full Bench of the Fair Work Commission overturned a decision of a single member of the Commission that clause 33 of the *Sydney Trains Enterprise Agreement 2018* (the 2018 Agreement) was enlivened even though Sydney Trains had not made a decision to conduct a disciplinary investigation into the conduct of five Train Crew employees. That clause requires employees subject to a disciplinary investigation to keep receiving pay (except in specific circumstances).

The five train drivers argued that Sydney Trains had commenced a disciplinary investigation into their conduct when they failed to comply with the Transport COVIDSafe Measures Policy (which relevantly required employees to have had at least two doses of a TGA approved

COVID-19 vaccination), and so they should have been paid when they were non-compliant with the Policy.

The Full Bench held the obligations under clause 33 of the 2018 Agreement only arise when Sydney Trains makes a decision to commence a disciplinary investigation. Merely informing employees of the possible consequences of not complying or continuing not to comply with the Policy was not the commencement of, nor a decision to commence, a disciplinary investigation for the purposes of clause 33.

Accordingly, the Full Bench held that the Commission at first instance wrongly construed the operation of clause 33 of the 2018 Agreement.

### *Australian Manufacturing Workers' Union (AMWU) v Sydney Trains; Communications, Electrical, Electronic, Energy, Information, Postal, Plumbing and Allied Services Union of Australia (CEPU) v Sydney Trains* [2022] FWC 22

The Fair Work Commission held that the "status quo" provision of the *Sydney Trains Enterprise Agreement 2018* applied in relation to a particular dispute raised by the AMWU and CEPU concerning the Transport COVIDSafe

Measures Policy. If the "status quo" provision applies, then "procedures and practices in place immediately prior to the change that gave rise to the dispute" must continue pending resolution of the dispute.

Following the implementation of the Policy, the AMWU and CEPU raised a dispute regarding the adequacy of consultation with workers about the vaccination requirements contained in the Policy (among other things). The Unions then pressed an application for interim orders in respect of the status quo, in which the Fair Work Commission had to determine whether the status quo applied in the circumstances.

In summary, the Fair Work Commission held that the dispute settlement procedure was appropriately engaged and so the status quo provision applied. It further held that, while there are limitations to the status quo, in these circumstances it applied as the Policy was a change to work practice and procedure.

### *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.

### *Aluk Majok Chol v Sydney Trains* [2022] NSWSC 1266

These proceedings arose from an incident that occurred on 4 August 2016 at Auburn Railway Station. The plaintiff sustained serious injuries as a result of throwing her hand out to stop the carriage doors from closing. The strap of the plaintiff's handbag was caught between the train doors and as she pulled the bag away, she fell between the platform and the moving train.

The plaintiff argued that Sydney Trains' staff were negligent as they had not taken the necessary steps to ensure that the train did not move while she was in a position of danger. It was Sydney Trains' defence that there were systems and procedures in place to ensure the safety of passengers to safeguard against risk of harm. It was argued that the plaintiff was intoxicated and simply lost her balance as the train departed. The Court accepted that the plaintiff had consumed alcohol at the relevant time but was not satisfied that she was intoxicated due to the lack of evidence.

Although the Court accepted that Sydney Trains had a reasonable system in place to safeguard against the risk of harm, it was held that Sydney Trains was negligent, as the train guard did not do what was necessary to ensure the train was safe to depart. The train guard failed to ensure that the plaintiff had moved away from the dangerous position on the edge of the platform. The train's departure led to the plaintiff being pulled or jolted causing her to lose her balance and fall.

However, the Court also found that the plaintiff had placed herself in danger by throwing her handbag into the train door as it was closing, and the damages were reduced by 33 per cent for contributory negligence.

The plaintiff successfully obtained judgment in her favour in the sum of \$1,179,368.53.



# Insurance

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

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

NSW Treasury requires all NSW Government agencies, other than state-owned corporations, to undertake Principal Arranged Insurance (PAI) through iCare for all government capital works projects estimated to cost \$10 million or more.

Contractor Arranged Insurance (CAI) is required for any contract not covered by PAI. CAI is taken out by contractors to protect themselves against potential risks and liabilities that could arise as a result of services provided under the contract. All contractors engaged by Sydney Trains must provide a certificate of insurance currency.

# Audit and risk management

## Fraud and corruption prevention

A Fraud and Corruption Control Framework and related plans are in place to prevent, detect and respond to fraud and corruption. Sydney Trains has a misconduct reporting policy and actively supports those who report suspicions of corruption, maladministration, serious and substantial waste of public resources or a breach of the *Government Information (Public Access) Act 2009* (NSW). For further information on public interest disclosures, see page 69.

## Audit and Risk Management

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

The Audit and Risk Committee has responsibility under the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08) to provide independent assistance to the Chief Executive by monitoring, reviewing and providing advice about the agency's governance processes, risk management and control frameworks, internal and external audits, corruption prevention, and its external accountability obligations.

The expanded remit of the Transport for NSW Audit and Risk Committee continues to incorporate Sydney Trains and NSW TrainLink.

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

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

## Internal Audit

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



Sydney Trains

OFFICIAL: Sensitive - NSW Government



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 – Sydney Trains Attestation Statement for 2022-23

Please find attached the Sydney 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 Sydney 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,

Matthew Longland  
 Chief Executive  
 Sydney Trains

Sydney Trains

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

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

##### Core Requirements

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



Sydney Trains

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### Shared Arrangements

I, Matthew Longland, advise that Sydney Trains has entered into an approved shared arrangement with the following department/agencies:

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

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

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

**Matthew Longland**  
Chief Executive  
Sydney Trains

Date: 29 August 2023

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

# NSW Cyber Security Policy attestation statement



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

I, Matt Longland, am of the opinion that Sydney Trains complies with the NSW Government Cyber Security Policy.

Cyber security is an evolving landscape that requires an ongoing program of work. Sydney Trains governs and manages cyber investment through the Sydney Trains' Engineering & Maintenance Cyber Management Forum and Transport Cyber Defence Rolling Program.

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

Sydney Trains manages 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 Sydney Trains.

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

**Matt Longland**

**Chief Executive**

23 August 2023



# Privacy Management Plan

In accordance with section 33 of the *Privacy and Personal Information Protection Act 1998* (NSW) (PPIP Act), Transport for NSW has published a Privacy Management Plan on its website which also applies to Sydney Trains.

The Privacy Management Plan:

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

- explains the rights of internal review under Part 5 of the PPIP Act.

In addition, Transport's operating agencies, including Sydney Trains, work together to:

- create greater consistency in the management of personal information
- deliver material that provides the highest standard of information about compliance with the privacy principles in the PPIP and HRIP Acts.

In 2022–23, Transport provided advice to Sydney Trains on privacy compliance and best practice.

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

# Access to government information

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

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

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

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

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

The Proactive Disclosure Committee has representatives from agencies in the Transport portfolio. The committee has quarterly meetings to discuss categories of information which can be considered for proactive release and to update the proactive disclosure program. Sydney Trains proactively releases information about portfolio functions and services through its website at [www.transport.nsw.gov.au](http://www.transport.nsw.gov.au).

## Number of access applications received

During the year, Sydney Trains received 3 access applications (including withdrawn applications but not invalid applications).

## Number of refused applications for Schedule 1 information

In 2022–23 we refused access to information in three access applications because the requested information was information referred to in Schedule 1 of the GIPA Act.

**Table 11: 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	2	0	1	1	0	0	0	1
Members of parliament	0	0	1	0	0	0	0	0
Private sector business	4	0	1	1	0	0	0	1
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	13	5	2	11	2	0	0	1
Members of the public (other)	28	6	10	12	3	0	0	3
<b>Total</b>	<b>47</b>	<b>11</b>	<b>15</b>	<b>25</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>6</b>

\* 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.

**Table 12: Number of applications by type of application 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
Personal information applications	4	1	0	0	0	0	0	0
Applications (other than personal information applications)	30	5	10	19	4	0	0	6
Applications that are personal information applications and other applications	13	5	5	6	1	0	0	0
<b>Total</b>	<b>47</b>	<b>11</b>	<b>15</b>	<b>25</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>6</b>

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 13: Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	9
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	9
Invalid applications that subsequently became valid applications	9

**Table 14: Conclusive presumptions of overriding public interest against disclosures: matters listed in Schedule 1 of the GIPA Act**

Type of applicant	Access granted in full
Overriding secrecy laws	0
Cabinet information	2
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	1
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).

**Table 15: 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	6
Law enforcement and security	1
Individual rights, judicial processes and natural justice	18
Business interests of agencies and other persons	5
Environment, culture, economy and general matters	1
Secrecy provisions	1
Exempt documents under interstate freedom of information legislation	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application).

**Table 16: Timeliness**

	Number of applicants
Decided within the statutory timeframes (20 days plus any extensions)	96
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>96</b>

**Table 17: Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome)**

	Decisions varied	Decisions upheld	Total
Internal review	1	1	2
Review by Information Commissioner	0	3	3
Internal review following recommendation under section 93 of Act	0	0	0
Review by NSW Civil and Administrative Tribunal (NCAT)	1	0	1
<b>Total</b>	<b>2</b>	<b>4</b>	<b>6</b>

\* 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 18: Applications for review under Part 5 of the GIPA Act (by type of applicant)**

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

**Table 19: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act (by type of transfer)**

	Number of applications for review
Agency-initiated transfer	4
Applicant-initiated transfer	1



# Public interest disclosures

## Public Interest Disclosures Act

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

The Public Interest Disclosures Procedure, internal reporting hotlines, Nominated Disclosure Officer details and the Code of Conduct are all located on the Sydney Trains intranet. This includes information on the significance and purpose of the PID Act.

The Transport portfolio's Statement of Business Ethics is also published on the public-facing Transport website and contains information on how commercial partners and suppliers can report wrongdoing in accordance with the PID Act.

Transport for NSW, on behalf of Sydney Trains, provides training and materials for staff and e-learning modules (accessible to all staff) which address public interest disclosures and misconduct reporting.

**Table 20: Public Interest Disclosures for Sydney Trains for 2022–23**

Information requested	Number
Number of public officials who have made public interest disclosures to Sydney Trains	13
Public interest disclosures made by public officials in performing their day-to-day functions	1
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures	12
<b>Number of public interest disclosures received by category:</b>	
Corrupt conduct	13
Maladministration	0
Serious and substantial waste of public money or local government money	1
Government information contraventions	0
Local government pecuniary interest contraventions	0
<b>Number of public interest disclosures received</b>	<b>13</b>
<b>Number of public interest disclosures finalised</b>	<b>4</b>



# 05

## Sustainability





# Workforce diversity

Information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements.

Initiatives continued to further improve the integrity of employee diversity data and understand the portfolio workforce, and to provide visible signs and symbols of inclusion, so our people and the community we serve see us as an inclusive employer. See also Transport’s Disability Action Plan and Reconciliation Action Plan, pages 73 and 75, respectively.

**Table 21: Representation of workforce diversity groups**

Workforce diversity group	Benchmark (by 2025)	2021	2022	2023
Women in the workforce	50.0%	22.7%	21.7%	22.8%
Women in senior positions	31.8%	28.4%	23.8%	23.8%
Aboriginal and Torres Strait Islander people	3.3%	2.5%	2.7%	2.8%
People whose first language spoken as a child was not English	23.2%	5.4%	4.9%	5.0%
Employees with disability	5.6%	1.8%	1.8%	2.0%
Employees with disability requiring work-related adjustment	N/A	2.4%	1.5%	1.4%

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.

# 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 2018–2022 outlines practical measures to be taken across Transport to meet the objectives and principles of the Act.

Sydney Trains worked to deliver on Transport’s Disability Inclusion Action Plan. For details on the station accessibility upgrades delivered, see page 32

Transport for NSW 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 Disability Inclusion Action Plan. 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. Sydney Trains will work with Transport for NSW to deliver on the actions that arise from the next Disability Inclusion Action Plan.







# 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 2022–25 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 Stretch 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.
- Each of Transport's divisions developed a divisional implementation plan for the Stretch RAP, which were endorsed by the Reconciliation Steering Committee. These plans are managed at the divisional level and progress is reported at the enterprise level each quarter.
- Annual events including National Reconciliation Week and NAIDOC Week were acknowledged and celebrated across the organisation.



# Work health and safety performance

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

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

In accordance with the provisions of section 38 of the WHS Act, Sydney Trains reported 33 incidents to SafeWork NSW during the year. These incidents included:

- 17 fatalities as a confirmed or likely consequence of intention to self-harm
- 3 fatalities as a consequence of misadventure
- 7 incidents involving serious injuries to a worker
- 4 incidents involving serious injuries other than a worker or contractor.

Sydney Trains incurred no SafeWork NSW prosecutions under the WHS Act in 2022–23.

**Table 22: Work health and safety performance**

Performance indicator	2021–22	2022–23
Notifiable incidents to SafeWork NSW	32	33
Total recordable injury due to workplace-related injuries or illness	305	306
Total recordable injury frequency rate (per one million hours)	13.8	13.7
Compensable workplace injuries*	787	1,332
Total claim cost (\$ millions)	16.17	10.39
Prosecutions under WHS Act	0	0
Safety Leadership Visits	980	1,146

\* Excluding COVID-related claims. Increase during 2022–23 is due to a change in the injury notification process in registering claims with the Transport Shared Services (TSS) earlier in 2022.

# Modern Slavery Act reporting

## Organisational commitment

Modern slavery has no place in Sydney Trains delivery of safe, sustainable, and integrated passenger journeys. At Sydney Trains, consideration of the rights and treatment of people in our supply chain 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 Sydney Trains

Procurement at Sydney Trains 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 have Sydney Trains representation to oversee the management of modern slavery risks:

- The **Transport Procurement Board** consists of executive representation from each of the divisions across Transport for NSW. It convenes each month to discuss relevant matters including procurement risks such as modern slavery. The Board is chaired by the Deputy Secretary, Corporate Services.

- The **Procurement Risk Oversight Committee (P.ROC)**, Chaired by our Chief Procurement Officer – Goods and Services, is an extended procurement leadership forum which monitors and discusses audit, assurance, risk and compliance. The P.ROC is responsible for the governance of our Procurement Risk Register, with any strategic procurement risks related to procurement of goods and services escalated to the Transport Procurement Board.
- The **Modern Slavery Working Group** is comprised of representatives from each division of Transport for NSW, nominated by the respective Executive on the Transport Procurement Board. The Modern Slavery Working Group drives the commitments made under our Modern Slavery Statement.

## Issues raised by the Anti-slavery Commissioner

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



# Environmental performance

Transport has a target of net zero emissions from Transport for NSW operations and fleet by 2035. We have made significant steps towards that goal through tangible actions such as an annual greenhouse gas (GHG) emission inventory of Scope 1 and Scope 2 emissions with the 2019 financial year as the base line year. Transport is also currently developing a first estimate of Scope 3 emissions.

Sydney Trains has achieved its target of zero emissions electricity four years ahead of schedule, resulting in a 98 per cent reduction in operational emissions per annum, and has long-term agreements in place to maintain this commitment.

We have also committed to further reducing the rate of energy consumption by a minimum of 10 per cent

by 2025. This will be achieved through solar energy installations, lighting upgrades and system improvements in train operations and energy data management.

One such initiative, the Clyde Solar Photovoltaic (PV) installation, comprises a 397-kilowatt solar system at the Clyde Hub office and warehouse buildings. This system will generate approximately 583 megawatts of electricity per annum once operational, saving approximately \$100,000 in electricity expense and reducing Co2 emissions by around 460 tonnes each year.

With long-term agreements in place until at least December 2030, we are well-placed in our efforts to sustainably reduce our carbon footprint and to maintain our commitment to reduced energy consumption.

# Environment protection and biodiversity conservation

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

During the reporting period, Sydney Trains did not receive any penalty infringement notices, formal warning letters, clean-up or prevention notices from the NSW Environment Protection Authority for Network Operations (EPL 12208), Chullora Ballast Recycling Centre (EPL 7515) or the Bombo Quarry (EPL 79).





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## Appendices





## Appendix 1: Customer complaints and feedback

Patronage levels continued to rise in the post-COVID period. While positive, this came with challenges in providing the same level of performance delivery for on time train running. Along with industrial action impacts, this contributed to an increase in levels of customer dissatisfaction. This was expressed both through Customer Satisfaction survey results and the increase in customer feedback.

In the reporting period, Sydney Trains saw a 38 per cent increase in complaints, up from 8,214 in 2021–22 to 11,317 in 2022–23. However, a 70 per cent increase in the number of Sydney Trains trips means the number of complaints per million trips fell by 19 per cent from 54.1 in 2021–22 to 43.8 in 2022–23. Customer complaints in 2022–23 saw increases across most key drivers with the exception of 'Environment' which fell by over 58 per cent in 2022–23. This was due largely to the reduction in horn noise complaints from residents near Olympic Park Station.

The largest increase was for the driver 'Timeliness'; complaints for this driver increased by 119 per cent on the previous year, from 1,950 to 4,270. Late and cancelled trains accounted for over 82 per cent of the year's Timeliness complaints.

Customer compliments increased by 83 per cent over the same period; up from 955 in 2021–22 to 1,748 in 2022–23. The main reason for customer compliments was for staff conduct, with customers appreciating the focus on customer service provided by station staff and driven by the Elevate program.

'Safety & Security' was the second-highest driver of complaints in 2022–23. There were 1,609 complaints for this topic, with 778 (48 per cent) relating to the behaviour of other customers. Issues were consistent with the previous year, and included the wearing of masks, observance of social distancing, and vaping/smoking on stations and trains.

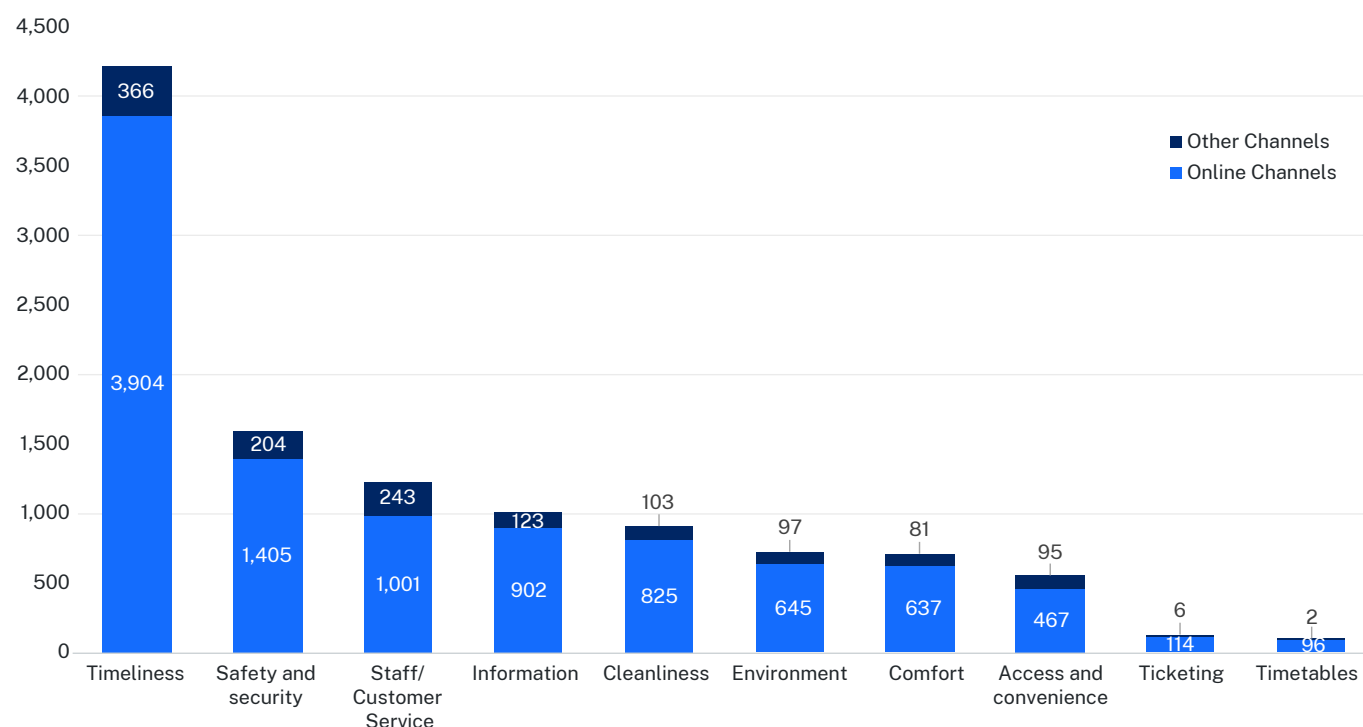
Online feedback channels continue to increase in importance, with 9,997 complaints lodged via online channels, accounting for 88.3 per cent of all Sydney Trains complaints. Complaints from all other channels include phone calls to the 131 500 contact centre and letters received via mail.

### Ombudsman enquiries

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

In 2022–23, Transport for NSW managed seven direct referrals and one formal Inquiry from the NSW Ombudsman relating to Sydney Trains.

Figure 4: Nature of top 10 complaints received in 2022–23



## Appendix 2: Multicultural policies and services

The Sydney Trains workforce is comprised of people from many cultural backgrounds, religions and countries of origin. We aim to provide an inclusive workplace that values the contribution of every employee regardless of gender, race, religion, cultural background, sexual preference or ability, where every individual is valued and respected.

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

In 2023 Transport for NSW has established a new Transport employee resource group, focusing on understanding the lived experience of culturally diverse employees. This will inform internal focus areas within Transport's Cultural Inclusion Plan (under development). Sydney Trains will work with Transport for NSW to deliver on the actions that arise from these plans.

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

## Appendix 3: Payment of accounts

Table 23: Outstanding invoices by age at the end of each quarter

Quarter	Current (i.e. within due date)	Less than 31 days overdue	Between 31 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
<b>Suppliers (excluding credit payments) \$ millions</b>					
September	7.85	1.21	0	0.05	0.18
December	33.31	0.53	0.01	0.1	0.18
March	36.87	0.09	0	0	0.02
June	34.07	0.48	0.02	0	0
<b>Small business suppliers (excluding credit payments) \$ millions</b>					
September	0.2	0.08	0	0	0.03
December	0.05	0.41	0	0	0.03
March	0.41	0.06	0	0	0
June	0.71	0.03	0	0	0



**Table 24: Accounts paid on time within each quarter**

Quarter	September	December	March	June
<b>All suppliers</b>				
Number of accounts due for payment	36,444	23,456	23,973	30,148
Number of accounts paid on time	32,430	23,438	23,877	30,124
Actual percentage of accounts paid on time (based on number of accounts)	88.99%	99.92%	99.60%	99.92%
Dollar amount of accounts due for payment (\$ million)	608.33	607.06	770.85	846.06
Dollar amount of accounts paid on time (\$ million)	594.55	606.66	742.9	844.4
Actual percentage of accounts paid on time (based on \$)	97.74%	99.94%	96.37%	99.80%
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses	2,834	2,049	1,877	2,315
Number of accounts due to small businesses paid on time	2,550	2,048	1,870	2,315
Actual percentage of small business accounts paid on time (based on number of accounts)	89.98%	99.95%	99.63%	100.00%
Dollar amount of accounts due for payment to small businesses (\$ million)	29.34	24.3	20.81	35.67
Dollar amount of accounts due to small businesses paid on time (\$ million)	27.84	24.3	20.8	35.67
Actual percentage of small business accounts paid on time (based on \$)	94.90%	99.99%	99.95%	100.00%

## Appendix 4: Annual reporting compliance checklist

Requirement	Description	Section
Acknowledgement of Country		Acknowledgement of Country
Letter of Submission	<ul style="list-style-type: none"> <li>Stating report submitted to Minister for presentation to Parliament</li> <li>Provisions under which the report has been prepared</li> <li>If applicable, length of lateness in submitting report and reasons</li> <li>If no application for extension, reasons for lateness and lack of application</li> <li>Signed by accountable authority</li> </ul>	Letter to the Ministers
Aims and objectives	<ul style="list-style-type: none"> <li>What the agency is set out to do</li> <li>Range of services provided</li> <li>Clientele / community served</li> </ul>	About Sydney Trains
Management and structure	<ul style="list-style-type: none"> <li>Names, offices and qualifications of principal officers</li> <li>Organisation chart indicating functional responsibilities</li> </ul>	Our executive; Sydney Trains' operating model
Charter	<ul style="list-style-type: none"> <li>Manner in which and purpose for which the agency was established</li> </ul>	About Sydney Trains
Strategic objectives and/or outcomes	<ul style="list-style-type: none"> <li>Key agency strategic objectives and/or outcomes</li> <li>Current and future strategic plans to accomplish outcomes and objectives</li> </ul>	Our strategic direction
Management and activities	<ul style="list-style-type: none"> <li>Describe nature and range of activities</li> <li>Qualitative and quantitative performance measures showing efficiency and effectiveness (if practicable)</li> <li>Nature and extent of internal and external performance reviews conducted and resulting improvements in achievements</li> <li>Benefits from management and strategy reviews</li> <li>Management improvement plans and achievements reaching previous targets</li> <li>Major problems and issues which arose</li> <li>Major works in progress, cost to date, dates of completion, significant cost overruns or delays / amendments</li> </ul>	Connecting our customers' whole lives; Successful places for communities; Transport systems and solutions enabling economic activity; Thriving people doing meaningful work; Independent reviews and taskforces
Summary review of operations	<ul style="list-style-type: none"> <li>Narrative summary of significant operations</li> <li>Financial and other quantitative information for programs or operations</li> </ul>	Financial performance summary



Requirement	Description	Section
Land disposal	<ul style="list-style-type: none"> <li>If value greater than \$5,000,000 and not sold by public auction or tender <ul style="list-style-type: none"> <li>list of properties</li> <li>for each case, name of person who acquired the property and proceeds</li> </ul> </li> <li>Details of family or business association between purchaser and person responsible for approving disposal</li> <li>Reasons for the disposal</li> <li>Purpose/s for which proceeds were used</li> <li>Statement that access to documents relating to the disposal can be obtained under the <i>Government Information (Public Access) Act 2009</i></li> </ul>	Land disposal
Research and development	<ul style="list-style-type: none"> <li>Completed and continuing research and developmental activities including resources allocated unless this will adversely affect business.</li> </ul>	Not applicable
Implementation of Price Determination	<ul style="list-style-type: none"> <li>If agency subject to determination or recommendation of Tribunal then: <ul style="list-style-type: none"> <li>Statement that it was implemented and details of implementation; or</li> </ul> </li> <li>Reasons for not being implemented.</li> </ul>	Implementation of Price Determination
Performance information	<ul style="list-style-type: none"> <li>Agencies are to report performance information using a method they find appropriate. Two possible methods are outlined below: <ul style="list-style-type: none"> <li>Method 1: Reporting performance information with a connection to Cluster Outcomes and Business Plans and / or against the agency's own objectives / outcomes supporting its Cluster Outcomes</li> <li>Method 2: Including performance information to report to what extent the agency achieved its strategic objectives / Business plan for the period</li> </ul> </li> </ul>	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	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>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</li> </ul> <p>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.</p>	Executive and employee remuneration
Human resources	<ul style="list-style-type: none"> <li>Number of officers and employees by category and compared to the prior year</li> </ul>	Executive and employee remuneration
Consultants	<p>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 -</p> <ul style="list-style-type: none"> <li>For each engagement costing equal to or greater than \$50,000: <ul style="list-style-type: none"> <li>Name of consultant</li> <li>Title of project (shown in a way that identifies the nature of the work)</li> <li>Actual costs</li> </ul> </li> <li>For engagements costing less than \$50,000: <ul style="list-style-type: none"> <li>Total number of engagements</li> <li>Total cost</li> </ul> </li> <li>Or a statement that no consultants used</li> </ul>	Payments to consultants
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	<ul style="list-style-type: none"> <li>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</li> </ul>	Not applicable



Requirement	Description	Section
Legal Change	<ul style="list-style-type: none"> <li>Changes in Acts and subordinate legislation Significant judicial decisions affecting agency or users of its services</li> </ul>	Legal change
Economic or other factors	<ul style="list-style-type: none"> <li>Factors affecting achievement of operational objectives</li> </ul>	Not applicable
Events arising after the end of the annual reporting period	<ul style="list-style-type: none"> <li>After the end of the annual reporting period, events having a significant effect on: <ul style="list-style-type: none"> <li>Financial operations</li> <li>Other operations</li> <li>Clientele/community served</li> </ul> </li> </ul>	Volume 2, Note 22: Events occurring after reporting date
Risk management and insurance activities	<ul style="list-style-type: none"> <li>Report on the risk management and insurance arrangements and activities affecting the agency</li> </ul>	Insurance
Internal audit and risk management policy attestation	<ul style="list-style-type: none"> <li>Agency's heads must: <ul style="list-style-type: none"> <li>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</li> <li>ensure that this Statement is published in the Annual Report, adjacent to the requirement to disclose 'risk management and insurance activities'</li> </ul> </li> <li>The above requirement does not apply to SOCs and universities.</li> </ul>	Audit and risk management
Cyber Security Policy attestation	<ul style="list-style-type: none"> <li>Agency's heads must include an annual report attestation statement addressing the following: <ul style="list-style-type: none"> <li>the Agency has assessed its cyber security risks,</li> <li>cyber security is appropriately addressed at Agency governance forums,</li> <li>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),</li> <li>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</li> <li>what the agency is doing to continuously improve the management of cyber security governance and resilience</li> </ul> </li> <li>See page 14 of the CSP for suggested wording</li> </ul>	NSW Cyber Security Policy attestation statement

Requirement	Description	Section
Compliance with the Privacy and Personal Information Protection Act 1998	<ul style="list-style-type: none"> <li>Statement of the action taken by the agency in complying with the requirements of the <i>Privacy and Personal Information Protection Act 1998</i> (PPIPA) and statistical details of any review conducted by or on behalf of the agency under Part 5 of the PPIPA.</li> </ul>	Privacy management
Government Information (Public Access) Act 2009 reporting	<ul style="list-style-type: none"> <li>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</li> <li>Total number of access applications received during the year (including withdrawn applications but not including invalid applications)</li> <li>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</li> <li>Statistical information as described in Sch 2</li> <li>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.</li> <li>Report the following; <ul style="list-style-type: none"> <li>Number of public officials who have made a public interest disclosure (PID) to the public authority</li> <li>Number of PIDs received by the public authority in total and the number of PIDs received by the public authority relating to each of the following: <ul style="list-style-type: none"> <li>corrupt conduct</li> <li>maladministration.</li> <li>serious and substantial waste of public or local government money</li> <li>government information contraventions</li> <li>local government pecuniary interest contraventions</li> </ul> </li> </ul> </li> </ul>	Access to government information
Public Interest Disclosures	<ul style="list-style-type: none"> <li>Number of PIDs finalised</li> <li>Whether the public authority has a PID policy in place</li> <li>Actions taken to ensure staff awareness responsibilities under s6E(1)(b) of the <i>Public Interest Disclosures Act 1994</i> (PIDA) have been met.</li> <li>In relation to the first two points above, report separately;</li> <li>Public Interest Disclosures (PIDs) made by public officials in performing their day-to-day functions as public officials</li> <li>PIDs not covered above that are made under a statutory or other legal obligation</li> <li>All other PIDs</li> </ul>	Public interest disclosures



Requirement	Description	Section
Other information	<ul style="list-style-type: none"> <li>Total external costs (such as fees for consultants and printing costs) incurred in the production of the report.</li> <li>The website at which the report may be accessed (or the agency's website)</li> </ul>	Inside front cover
Workforce Diversity	<ul style="list-style-type: none"> <li>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</li> <li>Agencies must report on the workforce diversity achievements during the reporting year and the key workforce diversity strategies proposed for the following year</li> <li>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</li> </ul>	Workforce diversity
Disability Inclusion Action Plans	<ul style="list-style-type: none"> <li>If the agency is required to have a disability inclusion action plan under the <i>Disability Inclusion Act 2014</i>, a statement setting out the progress during the reporting year in implementing that plan</li> </ul>	Disability Inclusion Action Plan
Work Health and Safety	<ul style="list-style-type: none"> <li>Statement setting out WHS performance</li> <li>Details of injuries and prosecutions under the <i>Work Health and Safety Act 2011</i></li> </ul>	Work health and safety performance
Modern Slavery Act 2018 (NSW) reporting	<ul style="list-style-type: none"> <li>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.</li> <li>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 <i>Modern Slavery Act 2018</i>.</li> </ul>	Ensuring sustainable and ethical procurement practices



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# Sydney Trains Annual Report

Volume 1

2022-23

## **Sydney Trains**

231 Elizabeth Street  
Sydney NSW 2000

[www.transport.nsw.gov.au/sydneytrains](http://www.transport.nsw.gov.au/sydneytrains)

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