

Volume 1
2023-24

NSW TrainLink Annual Report





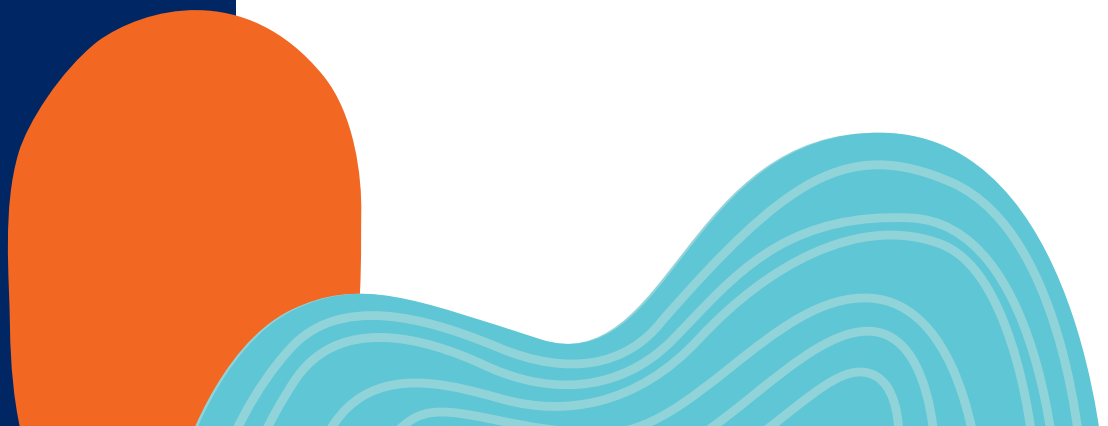
Acknowledgement of Country

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

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

We respect Aboriginal peoples, cultures and traditions, acknowledge the past, a shared history, and celebrate the world's oldest continuing culture. Acknowledging the past and committing to improve outcomes for Aboriginal peoples mean we take responsibility for the impact that transport can have by connecting Aboriginal people safely to the economy and socially.

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



Letter to the Ministers

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

Parliament House
Macquarie Street, Sydney NSW 2000

Dear Ministers,

I am pleased to submit for presentation to Parliament the annual report for NSW Trains for the financial year ended 30 June 2024.

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

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Roger Weeks', with a long horizontal flourish extending to the right.

Roger Weeks
Chief Executive
NSW Trains

Contents

The NSW TrainLink Annual Report 2023–24 provides an overview of our achievements during the 2023–24 financial year against Transport’s defined Outcomes.

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

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

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From the Chief Executive



Reflecting on the 2023–24 financial year, NSW TrainLink has successfully navigated another period of growth and progress.

During the first three years of the COVID-19 pandemic, our patronage experienced a significant decline, dropping from 46.9 million passengers in 2018–19 to just 15.8 million in 2021–22.

However, 2022–23 marked an incredible turnaround. Our patronage not only recovered, but surpassed pre-pandemic levels, reaching 29.7 million passengers and stabilising at 35.3 million in 2023–24.

This resurgence has also translated into strong financial performance, generating an additional \$19 million passenger revenue from the past year.

These figures are a testament to our resilience in the face of the pandemic and underscore the growing importance of NSW TrainLink in connecting regional communities.

The 2023–24 financial year also saw NSW TrainLink embark on the first significant reforms in line with the NSW Government's Transport Priorities, which were introduced in December 2023.

The five key priorities are:

- A safe, equitable and integrated transport system
- Restoring reliability and increasing patronage
- City shaping and precinct making
- Local manufacturing and jobs
- Respecting and re-engaging our entire workforce.

These priorities have provided us with a valuable opportunity to review both our day-to-day operations and our long-term strategic planning.

I expect both aspects to feature significantly in our future planning for 2024–25.

Performance-wise, NSW TrainLink also achieved a 13 per cent improvement in overall reduction of service disruptions. Proactive maintenance and a stronger focus on rolling stock issues were key to this result.

The 2023–24 financial year also saw the arrival of the first of our new bi-mode diesel-electric hybrid trains. These innovative trains will operate on both diesel and overhead power, significantly reducing carbon emissions and diesel particulates compared to our current regional fleet.

While the introduction into passenger service of these new trains is still some time away, it signals the start of our shift into using more renewable energies across regional parts of the state.

As we reflect on the outcome for 2023–24, I believe NSW TrainLink is uniquely positioned to redefine regional rail and coach services, and how it enhances people's lives.

We are entering an exciting phase, poised to better serve our communities and shape the future of regional travel in NSW.

A handwritten signature in black ink, appearing to read 'Roger Weeks', with a long horizontal line extending to the right.

Roger Weeks
Chief Executive
NSW Trains



01

Overview





Key facts and figures



2999 average weekly intercity train services



160 average weekly regional train services



589 average weekly coach services



500 destinations reached by NSW TrainLink train and coach services



5892 kilometre network using Sydney Trains, Australian Rail Track Corporation, UGL Regional Linx, V/Line and Queensland Rail



35.3 million passenger journeys annually:
1.9 million journeys on regional trains and coaches
33.4 million intercity train journeys



\$1.3 billion total operating expenditure



About NSW TrainLink

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

As an agency of the Transport portfolio, we provide rail and coach services to deliver integrated transport solutions and improved transport outcomes for the regional communities of NSW. NSW TrainLink works in partnership with the Regional and Outer Metropolitan division of Transport for NSW. NSW TrainLink continues to work with Transport through operating model changes.

We provide public transport services across regional NSW and into Queensland, South Australia, Victoria and the Australian Capital Territory.

We also provide train services to commuters across the outer metropolitan areas of the Blue Mountains, Southern Highlands, Newcastle and Central Coast, the Hunter, and the South Coast to Bomaderry.

We put the customer at the centre of everything we do. We connect regional passengers in NSW with major cities and regional centres providing access to medical, educational and leisure services.

We support local economies and tourism by bringing visitors to regional areas. We do this by partnering with Transport for NSW, private coach operators and rail infrastructure managers to deliver passenger-focused services.

Our initiatives and programs in 2023–24 were guided by our purpose and priorities, government priorities, Transport's strategic priorities and the Future Transport Strategy.

NSW TrainLink has 2252 employees located across the state. Many of our employees live in the regional communities that we serve.



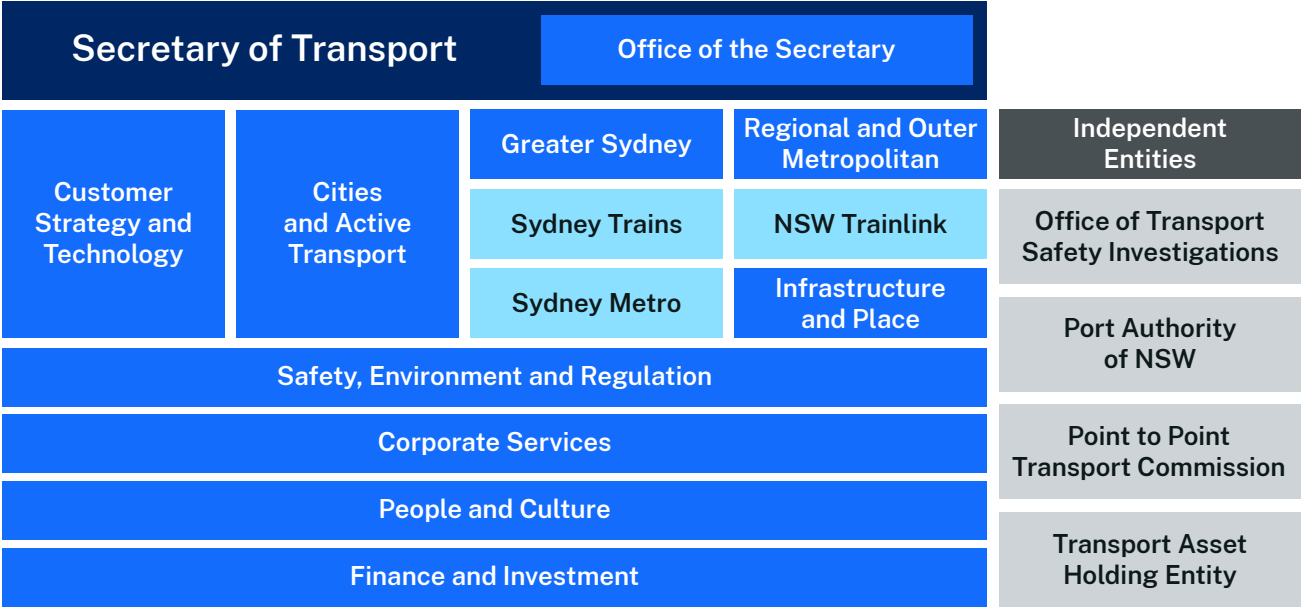


Transport operating model

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 transport services for the people of NSW.

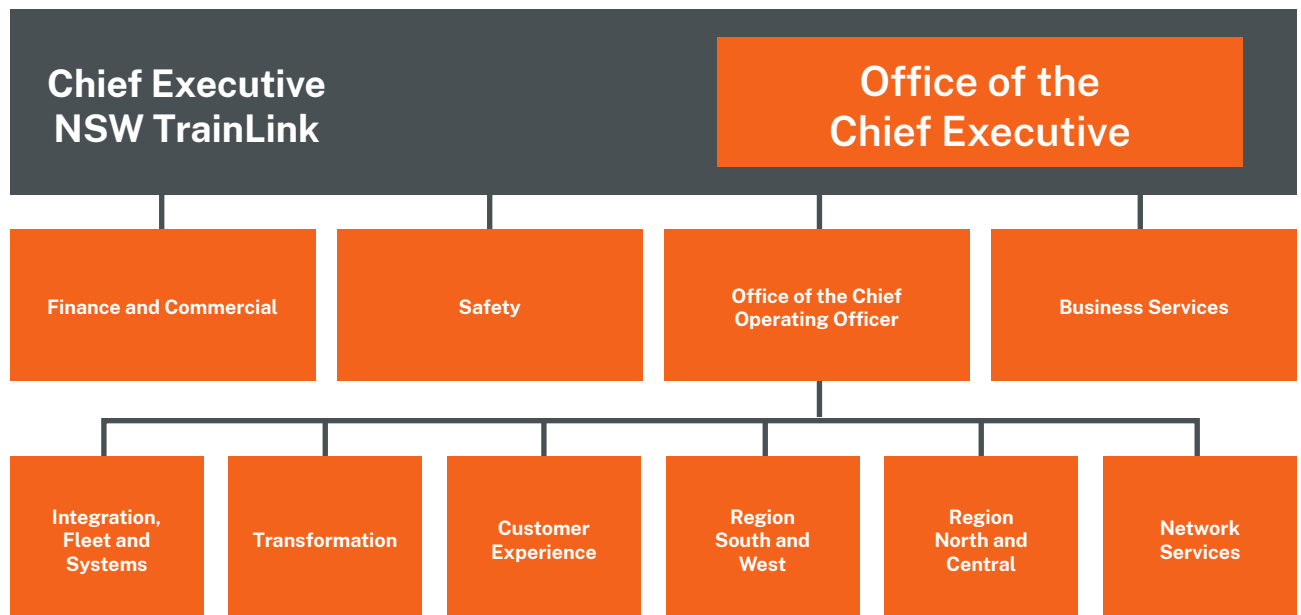
The Transport operating model shows how we work together to deliver for those we serve.

We are simplifying how we work together by moving to a new statewide operating model. This will enable Transport to focus on delivering our core services and adapt to the changing ways customers and communities use our transport network. We look forward to sharing our new operating model in our next report.



Transport for NSW operating model 2023–24. Light blue areas are operating agencies.

Our structure



NSW TrainLink structure as at 30 June 2024.

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

Finance and Commercial manages finance and commercial, governance, business risk and compliance, contracts and service delivery.

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

The **Office of the Chief Executive** and the **Office of the Chief Operating Officer** are responsible for providing strategic advice and support to the Chief Executive and Chief Operating Officer, and lead the provision of high-level issues management and support services to the senior management team.

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

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

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

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

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

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

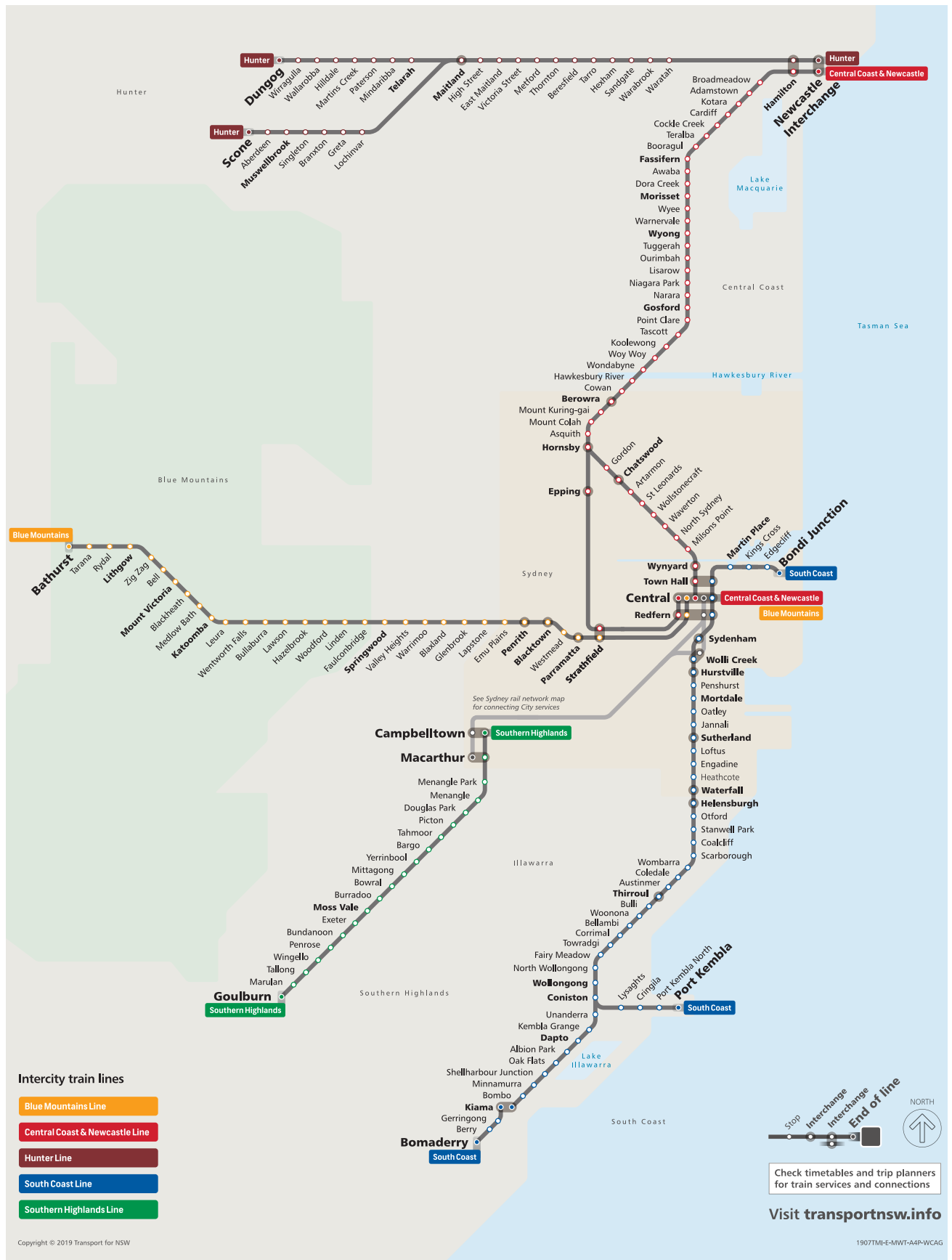
Our leadership team

Table 1: NSW TrainLink executive management as at 30 June 2024

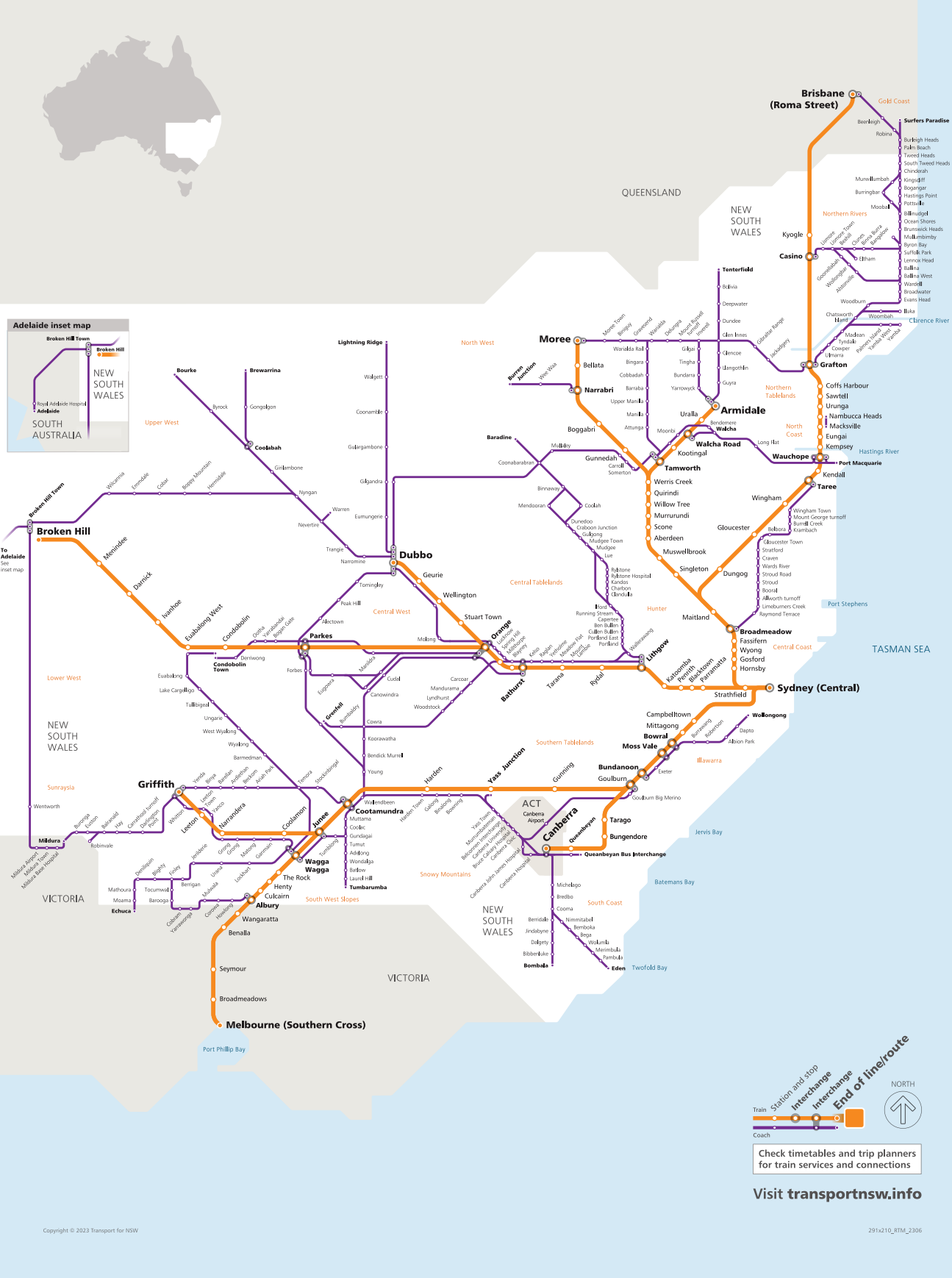
Name	Position	Periods position held	Qualifications
Dale Merrick	Acting Chief Executive	1 July 2023 – 30 June 2024	• Band 2 Leadership Program • NSW Government Leadership Academy (Excellence in Public Service)
Grace White	Director, Safety	1 July 2023 – 30 June 2024	• Bachelor of Occupational Health and Safety
George Anderson	Director, Finance and Commercial	1 July 2023 – 30 June 2024	• Bachelor of Business (Accounting and Administration) • Postgraduate Diploma in Applied Science (Computing)
Jasmin Streimer	Acting Chief Operating Officer	1 July 2023 – 30 June 2024	• Bachelor of Economics (Social Sciences) (Hons) • Graduate Certificate in Change Management



Intercity trains network



Regional trains and coaches network



02

Strategy



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Our strategic direction

Our strategic objectives are aligned to the NSW Government's priorities and Transport's future strategy. This includes a suite of commitments and plans that set the vision, directions and principles for passenger mobility in NSW.

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

- Increase passenger and community value through better journeys, and smoother, faster and more reliable services.
- Stimulate regional growth by optimising the network and connecting more communities.
- Partner to provide services by ensuring an integrated regional transport system providing improved services for communities and passengers through seamless journeys.
- Strengthen and integrate transport networks by working across the Transport portfolio to ensure an integrated transport network.
- Maintain a flexible, capable and future-focused business and workforce by investing in our people and business capability.

Our business priorities

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

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





Our corporate plan

The NSW TrainLink Corporate Plan 2023–24 provides the strategic context for the initiatives we undertook throughout the year, enabling us to continue to provide rail and coach services to deliver integrated transport solutions and improved transport outcomes for the community.

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

Our partners

In 2023–24, NSW TrainLink partnered with Transport for NSW, Sydney Trains, the Australian Rail Track Corporation, UGL Regional Linx, Queensland Rail and V/Line in the delivery of our train services, as well as a number of coach operators to deliver timetabled coach services statewide.

Transport's purpose

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

In connecting to Transport's purpose, NSW TrainLink's purpose is to connect people and communities throughout NSW.

NSW TrainLink strategies and plans are underpinned by Transport's Outcomes, which describe the value we are seeking to achieve for customers, communities, the people of NSW and the people of Transport.

Our achievements and performance against our Outcomes are presented in this annual report.



Connecting our customers' whole lives

Transport plays a vital role in customers' lives, delivering and enabling safe, reliable and sustainable transport solutions for the movement of people and goods. We work to provide effortless, accessible and personalised journeys, regardless of mode, location or journey type, blending public, private, rideshare, on-demand, active and personal mobility services and options.



Successful places for communities

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



Transport systems and solutions enabling economic activity

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



Thriving people doing meaningful work

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

Our culture and values

Our culture guides us each day. How we live our culture in what we think, feel and do each day helps us make NSW TrainLink a great place to work:



Customer at the centre

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



People at the heart

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



For the greater good

We are future focused and sustainable, and we collaborate for integrated solutions.

Our values



Safety

We prioritise safety for our people and our customers.



Customer focus

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



Collaboration

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



Integrity

We take responsibility and communicate openly.



Solutions

We deliver sustainable and innovative solutions to NSW transport needs.

Our Five ways of leading

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

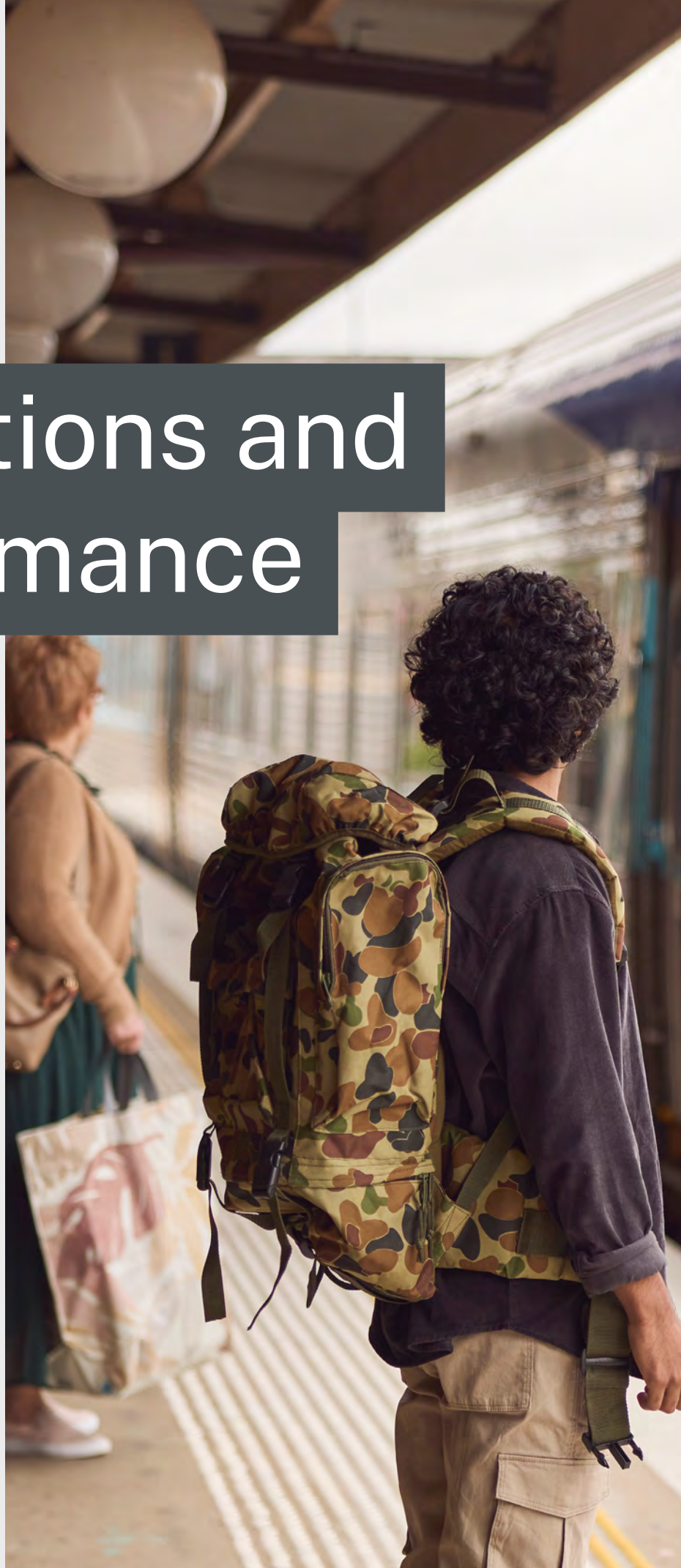
The Five ways of leading are embedded throughout our people processes. We are caring, creative, sustainable, empowering and courageous in our induction, performance, learning, development and recruitment processes.

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



03

Operations and performance





Our operations



Connecting our customers' whole lives

NSW TrainLink works closely with our passengers to understand their changing needs and create solutions that work for them, regardless of location and accessibility requirements. At NSW TrainLink, the passenger is at the centre of everything we do.

Station upgrades improve accessibility

The Safe Accessible Transport program continues to provide modern, secure and integrated transport infrastructure that is accessible to travellers with a range of needs. Stations across NSW benefitted from significant accessibility upgrades in 2023–24 including Dubbo, Casino, Taree, Unanderra, Tuggerah, Narrabri, Dapto and Bellambi.

Through engagement with communities, these station upgrades were tailored to meet each community and station's needs. Improvements delivered by the program ranged from the addition of lifts, ramps, footbridges, handrails, stairs with canopies and more accessible station entrances and paving, to additional lighting and signage, accessible toilets, seating, accessible parking spaces, bike hoops, kiss and ride spaces and accessibility upgrades to station bus stops.

Transport for NSW funds the Safe Accessible Transport program, while NSW TrainLink worked to manage disruptions and passenger expectations during construction and delivery of these invaluable improvements.

Free Wi-Fi trialled on coaches

Passengers on the NSW TrainLink Dubbo to Broken Hill coach – a nine-hour, daily return service that carries an average of 1200 passenger trips a month – were the first to benefit from a trial of free Wi-Fi on NSW TrainLink's regional coaches.

The trial aims to give passengers a more enjoyable and productive experience while on long trips that often pass through areas of low mobile phone reception and digital connectivity. Under the trial, passengers could access up to 300MB of data for free per journey, then log in again to access another 300MB after completing a short, four-question survey about their experience.

The trial tested two technologies – cellular repeaters to boost mobile signal in areas of low coverage, and a low-earth orbit in-motion satellite network for areas with no coverage.

Defibrillators on regional coaches

In 2023–24, in partnership with St John Ambulance NSW, automated external defibrillators were rolled out onboard all 143 of NSW TrainLink's statewide coach routes.

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

The presence of the defibrillators provides potentially life-saving access to healthcare to passengers on routes that often take them through remote parts of NSW, far from medical assistance.

Level crossing strategy

In 2023–24, there were 129 level crossing incidents compared to 110 in the previous year. In collaboration with the Transport for NSW Level Crossing team, NSW TrainLink has contributed to the Level Crossing Strategy Council Strategic Plan 2021–2030, which has been developed to improve safety at level crossings.

The Level Crossing Strategy Council is committed to delivering on the plan, including its objectives to eliminate collisions, reduce near hits and minimise the impact of any incidents that occur at level crossings. The 12 initiatives contained within the plan focus on safe people, safe vehicles, speeds and infrastructure, and harnessing knowledge for safety.

Refreshed menu hits the spot

NSW TrainLink hit a new catering revenue record of \$8.8 million in 2023–24, with refinements to the menu proving popular with passengers.

The March 2024 refresh saw adjustments to menu items, including the introduction of a range of larger meals that offered better value in response to customer feedback and increases in the consumer price index. Although more food was brought on board, there was also a 50 per cent reduction in waste, a sure sign that the meals went down well.

Passenger and staff feedback has been positive and will be used to inform the ongoing twice yearly seasonal menu refresh.

Customer contact in Melbourne

NSW TrainLink has boosted its presence in Melbourne with a concierge desk in operation at Southern Cross Station since 26 November 2023.

The desk was installed on platform one at Southern Cross station and provides passengers on the Southern XPT an important point of contact with our staff from the Melbourne booking office, who are available to address any questions or concerns.

A new services agreement

The Sydney Trains and NSW Trains Services Agreement was updated as part of the implementation of Recommendation 12 of the Sydney Trains Review.

Under the changes, accountability for the majority of intercity passenger services, crew and stations transferred from NSW TrainLink to Sydney Trains from 1 July 2024, along with the soon to be introduced intercity fleet of 72 Mariyung trains. This will lead to a reduction of costs to NSW TrainLink through interagency charging.

NSW TrainLink continues to support outer rail infrastructure manager network operations through the Network Services Coordination Centre, who provide remote stations support and security, and provide turnaround and passenger support at Central Station for intercity services.



Successful places for communities

The people of NSW want to feel confident that we are helping make their community safe, equitable and sustainable. NSW TrainLink recognises that at the heart of communities are places where people gather to connect and travel in an environmentally friendly manner.

On board with recycling

The success of a two-phase recycling trial in March 2024 led to the introduction of recycling on board our regional rail services.

Starting in February 2024, the first phase, saw onboard crew collect 1.7 tonnes of recyclable materials in six weeks while testing an easy-to-use, hygienic waste collection tool, Handi Hoops.

In the second phase, which ran for 12 weeks, front-seat pocket flyers and crew prompted passengers to separate recyclables from landfill when disposing of their rubbish. On-board and station recycling collection was supported by drop-off points at 16 stations across the state.

The introduction of recycling reduces landfill contributions and contributes to lowering carbon emissions, with NSW TrainLink aiming to achieve an 80 per cent average recovery rate from all waste streams, reduce overall litter by 60 per cent, and decrease plastic litter items by 30 per cent by 2030. The initiative will contribute to NSW TrainLink's efforts to achieve the targets set out in the NSW Waste and Sustainable Materials Strategy and NSW Plastics Action Plan, tripling the recycling rate by 2030.



All aboard the Elvis Express

The Elvis Express service rolled out of Central Station again in January 2024 as NSW TrainLink proudly transported more than 250 fans to the 30th annual Parkes Elvis Festival, a significant tourism drawcard and major boost to the Central West economy.

NSW TrainLink has supported the festival since 2004, providing fans with a dedicated XPT passenger service for the pilgrimage to worship the king of rock and roll. This year's theme was Jailhouse Rock with musical performances, jailhouse cupcakes and live crosses to breakfast TV programs.

The off-schedule train service is part of NSW TrainLink's commitment to supporting regional communities and economies, and follows a similar service for attendees of the Broken Heel Festival in September 2023. The Silver City Stiletto Train provided return travel to more than 60 people from Sydney to Broken Hill for the festival that celebrates the Australian film, Priscilla Queen of the Desert.

Tamworth station strikes a chord

NSW TrainLink got visitors into the swing of things at the annual Tamworth Country Music Festival with a range of young talents performing at Tamworth Station.

Passengers arriving on the Xplorer service to Tamworth were greeted with a string of barnstorming performances at the station stage, as they arrived at the southern hemisphere's largest country music festival. Running from 19–28 January 2024, the festival presented an opportunity to engage with passengers while supporting an event that stimulates the local economy.

With more than 2000 people using NSW TrainLink services during the festival, staff took the opportunity to talk to visitors about safety on country roads and the risks of speeding, with more than 300 people taking a road safety quiz.

Steamfest a hit with 80,000

About 80,000 train enthusiasts flocked to Maitland Station in April 2024 for the Hunter Valley Steamfest to celebrate the history and contribution of rail in the region.

Young and old descended on the city to see a range of giant steam engines in action, including Locomotive 6029, the Garratt, the largest operating steam locomotive in the Southern Hemisphere. Also on show were model trains, antique machinery, more than 500 classic cars and live entertainment, while a classic de Havilland DH-82 Tiger Moth biplane beat out its two steam locomotive competitors in the Great Train Race.

Steamfest was first held in 1986 and is a collaboration between Maitland City Council and NSW TrainLink. A major boost to the local economy, it also provides an invaluable opportunity to engage with the community and promote rail safety messages.

Coffs welcomes new community members

Coffs Harbour Station hosted an orientation day for new arrivals to Australia to help them understand our public transport system.

The event, held in partnership with Settlement Services International on 25 March 2024, gave new immigrants an invaluable opportunity to become familiar with a regional train station environment and ask questions in a relaxed and friendly setting. It also allowed NSW TrainLink to promote the use of public transport and our multi-modal travel options.

At this year's event we welcomed many Karenni people, who had recently joined the community from Myanmar.



Sorry Day at Kempsey Station

Hundreds of community members and school children gathered at Kempsey Station on 3 June 2024 for a reconciliation event that acknowledged the Stolen Generations and the ongoing trauma their experiences have caused for Aboriginal and Torres Strait Islander families, communities, and individuals.

As the arrival point for Aboriginal boys sent to Kinchela Boys Home, Kempsey Railway Station is a place in the history of the Stolen Generations. A memorial stands at the station featuring footprints on the ground to represent the children taken from the wider Macleay Valley.

NSW TrainLink hosted the commemorative service in partnership with the Kinchela Boys Home Aboriginal Corporation with attendees hearing stories from Kinchela's survivors, including Uncle Richard Campbell, about their time at the home, which was heritage listed in 2012 and listed as an 'Aboriginal place' with National Parks and Wildlife in 2014.

Muswellbrook celebrates Aboriginal history

An Aboriginal art mural has been unveiled at Muswellbrook Station, telling the story of Aboriginal people's relationship with the area and railway.

The artwork, a collaboration between Wanaruah Local Land Council, Wanaruah Elders Group, Muswellbrook Council and NSW TrainLink, was unveiled on 1 November 2023 and tells the story of the local Aboriginal people's relationship with the area and the station, as builders, workers and passengers.

Attention on anti-social behaviour

A workshop to help staff identify and appropriately respond to anti-social behaviour on NSW TrainLink services was piloted in 2023–24 and is set to form part of a strategy to address this significant and growing risk to staff and passengers.

The one-day workshop was delivered in-house and encouraged frontline staff to share their experiences and real-life examples to develop an understanding of anti-social behaviour and develop appropriate and practical responses for their work environment.

Following overwhelmingly positive feedback from the pilot groups, the workshop will form part of NSW TrainLink's strategy for responding to anti-social behaviour to improve the safety of our staff and passengers and their enjoyment of our services.

Police partnership addresses security trends

NSW TrainLink has continued its partnership with the NSW Police Force to identify and address crime and security trends, and to improve passenger and staff safety and perceptions of security.

The partnership includes intelligence sharing and tracking of crime and security trends across our network, with NSW TrainLink contributing to the funding of police operations on board services and at stations and interchanges.

During 2023–24, more than 20 joint operations were run over multiple days in areas including Albury, Cooma, Taree, Coffs Harbour, Queanbeyan, Wagga Wagga, Tweed Heads and Tamworth. These operations saw police detect serious drug and weapon offences, execute outstanding arrest warrants and address numerous matters relating to anti-social behaviour on our network.



Transport systems and solutions enabling economic activity

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

Customer reservations upgraded

The NSW TrainLink Central Reservation System (CRS) is currently being upgraded to make it easier and faster to plan, book, adjust and pay for regional train and coach services.

The new system's interface is designed to provide a better user experience for passengers, staff and travel agents as they make and manage bookings for the nearly 1.7 million journeys on our regional network each year.

A cross-functional project team, led by Transport for NSW's Connected Journeys branch, has been developing the new system, while face-to-face training is being delivered to more than 500 people including 190 from stations, 230 from the NSW TrainLink onboard team and more than 100 from the Service NSW Contact Centre.

The new CRS will replace the current booking system in the 2024–25 financial year.

Booking made easy in Coffs

Passengers at Coffs Harbour Station have an easy alternative for buying tickets following the installation of self-service stands in the booking office. The stands with built-in iPads give passengers the option to skip the queue while taking advantage of 10 per cent discounts for online purchases.

In their first year of operation since the July 2023 installation, the self-service stands have been used more than 360 times, alleviating pressures on booking office staff, while also providing the option of being used at special events in the region.



Thriving people doing meaningful work

NSW TrainLink employs people spread across NSW and the ACT, emphasising community connections and employee support. The organisation prioritises safety through initiatives such as the SafeLink Back to Basics Plan, which aims to improve our safety culture and manage our safety risks.

Back to basics

Our first priority is to keep our people and passengers safe. SafeLink Back to Basics is a multi-disciplinary plan to ensure we provide safe, inclusive and accessible journeys for our passengers and for our people to return home safely every day. Its six pillars contribute to improving our safety culture and managing our safety risks.

The Back to Basics pillars 'People at the heart' and 'Our safety culture' include a number of programs to support the mental health of our people, including providing training to peer support volunteers and mental health first aiders, and the critical incident support program, which supports staff who have been exposed to serious incidents at work.

For Rail RUOK? Day on 18 April 2024, we hosted events at more than 20 locations to remind rail workers to check on their colleagues and keep conversations going, while offering guidance on how to listen and how to help. Peer support volunteers and mental health first aiders, along with safety advisors were present at these events across the state.

The LTIFR (lost time injury frequency rate) program tracks employees' injuries, both physical and psychological, and the time lost to those injuries. Although there was a reduction of physical injuries in 2023–24, there was a significant increase of psychological injuries. Incidents of anti-social behaviour towards employees contributed to the increase of psychological injuries.

Several initiatives have been supported in 2023–24 to address LTIFR trends, including the Psychological Injuries and Self-Harm Reduction Program; training and support for peer support volunteers and mental health first aiders; an update to the critical incident support procedure, including use of in-house mental health clinicians; the extension of onsite physiotherapy to Wollongong and Mount Victoria – in addition to services at Newcastle and Central – to reduce muscular skeletal injuries; and the rollout of safety leadership walks.

Projects conducted to address the 'Safe day of operations' pillar of Back to Basics included monitoring 'signal passed at danger' (SPAD) incidents, which involve a train exceeding its limit of authorised movement. In 2023–24, NSW TrainLink recorded 39 SPAD incidents, five more than in 2022–23. Of these, driver error was the immediate cause of 38, while one was caused by an incorrectly compiled network form. Investigations into SPADs have led to improvements to signalling infrastructure and the sharing of lessons learned with rail infrastructure managers.

Another project undertaken in 2023–24, Digitising our Safety Critical Information – which also relates to the Back to Basics pillar, Safety interface and operations – aims to provide our drivers with timely, accurate and relevant information to ensure safe rail operations.

Leaders set the safety culture

Following the successful delivery of the Frontline Leaders Safety Capability Program, 2023–24 saw the focus turn to embedding key elements of the program in ongoing processes. This included direct coaching of frontline leaders by the Safety Delivery team, and the introduction of targeted frontline programs such as safety inspections, leader safety self-assessment processes, and safety leadership walks.

Safety leadership walks see our leaders engage with frontline and operational staff in the workplaces to drive discussion about safety. The walks create an environment where safety challenges and successes across the agency can be identified to help create a stronger and more resilient safety culture.

In the 12 months to 30 June 2024, 528 leadership walks were conducted across the organisation, an average of 44 per month. Specific topics such as hazardous manual tasks, slips, trips and falls, and psychosocial hazards were chosen by the safety directorate each month.

Building leader capability has also been the focus as NSW TrainLink this year embedded the Fair Decision Framework, a tool adopted in 2023 that supports fair and consistent assessments of actions that have led to a safety or misconduct incident.

Survey reveals engaged workforce

An annual survey of public sector employees revealed an uplift of engagement among NSW TrainLink staff in 2023. The People Matter Employee Survey (PMES) is designed to help the NSW public sector understand how its people are feeling about their work, experience of leadership and their organisation more broadly. It gives staff a chance to provide feedback on strengths and opportunities within the organisation.

In the past few years, NSW TrainLink has encouraged our people to participate by donating \$1 of travel services to a nominated regional-based charity for every completed survey. In 2023, we donated \$1298 to 'Yes, Unlimited', a charity that helps a range of vulnerable people, from young people at risk to those experiencing homelessness, and women and children experiencing domestic violence.

Our overall PMES score for 2023 was 60, an increase of three points from 2022. NSW TrainLink's top three strengths were job satisfaction, wellbeing and customer service, while our top three opportunities identified were wellbeing, customer service and recognition.

Our performance

In the 2023–24 financial year there were 9683 incidents, which impacted 23,901 services and resulted in 23,000 late services. This is a 13 per cent improvement from the past financial year.

Cancelled services throughout the year were a result of infrastructure issues occurring in the outer rail infrastructure managers (26 per cent) and rolling stock issues (19 per cent), a single derailment incident (three per cent) and staffing constraints (two per cent).

In the previous financial year, interruptions to Intercity services were caused by historic extreme weather events and industrial action. However, in 2023–24 disruptions in the Intercity network resulting in delays could be attributed evenly to three main causes: infrastructure issues such as points or track failures, damages and overhead wiring incidents; outer rail infrastructure manager delays such as speed restrictions; and incidents within the metropolitan network such as passenger management, freight delays and conducting operations procedures.

These made up about 63 per cent of disrupted services together. The remaining delays were due to rollingstock issues, security and NSW Trains crew and passenger delays.

Table 2: On-time running, Intercity services

	2022–23	2023–24
24 hours	83.1%	85.2%
Sydney peak	78.2%	80.3%
North (electric)	81.7%	84.1%
Hunter Valley	88.3%	87.8%
West (Blue Mountains)	81.8%	85.2%
Southern Highlands	74.0%	76.5%
South Coast	84.5%	88.5%

Table 3: On-time running, regional train services

	2022–23	2023–24
All	61.5%	59.6%
Armidale	64.9%	67.2%
Brisbane	53.0%	50.1%
Broken Hill	80.5%	83.8%
Canberra	67.6%	73.1%
Casino	55.9%	51.7%
Dubbo	71.2%	67.4%
Grafton	82.5%	80.9%
Griffith	75.0%	73.1%
Melbourne	33.6%	17.4%
Moree	74.7%	80.2%

Punctuality on regional rail services has decreased from 61.5 per cent in 2022–23 to 59.6 per cent in 2023–24.

Five hundred services were cancelled throughout the year due to planned trackwork, rolling stock issues and a variety of other impacts, which is a decrease from the previous year.

About 61 per cent of disruptions to regional services had a major delay occur due to an issue within the control area of Australian Rail Track Corporation including speed restrictions, track work and infrastructure issues. Damage to rails and signal infrastructure due to freight derailments and line wire theft are significant causes that impacted the reliability of services the past year.

NSW TrainLink issues including crew availability due to sickness and rostering, as well as awaiting connecting replacement coaches, also impacted significantly on passenger services with 122 services delayed throughout the year.

Table 4: On-time running, coach services

	2022-23	2023-24
All	88.0%	88.7%
North	87.9%	88.0%
North West	92.6%	92.5%
West	87.8%	90.1%
South	87.3%	86.9%

We understand our passengers value on-time running and we will continue our work towards delivering services that meet that expectation, in line with the Transport priority to restore reliability and increase patronage.

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

Disruptions managed

NSW TrainLink faced numerous challenges in the operating environment in 2023-24, including: infrastructure impacts such as rail defects resulting in temporary speed restrictions; security incidents such as protest groups halting trains on the Hunter line; rolling stock defects due to an aging fleet; and service delays caused by blocked paths from freight trains.

NSW TrainLink collaborates closely with track operators Australian Rail Track Corporation, UGL, Sydney Trains, V/Line and Queensland Rail to improve outcomes for passengers.

Despite the challenges, we maintained a high level of customer service through real-time communication and by keeping our services safe and clean.

Effect of extreme weather

This year, heavy rainfall and subsequent flooding affected the rail network, resulting in service cancellations and reduced speeds to ensure operational safety.

Storms in April 2024 caused major disruptions, particularly on the South Coast Line, where commuters were heavily impacted. Hundreds of rail workers worked around the clock to fix a large landslip at Coalcliff to restore services.

Work has begun to improve services for South Coast passengers, including improving the resilience of cuttings, embankments, cleaning out drains and culverts, and ballast cleaning to fix track drainage.

An upgrade to the Coalcliff-Scarborough rail tunnel began in 2023. Future investment will examine all rail infrastructure along the South Coast Line and develop options for upgrading sections of the line between Sydney and Wollongong.



Financial overview

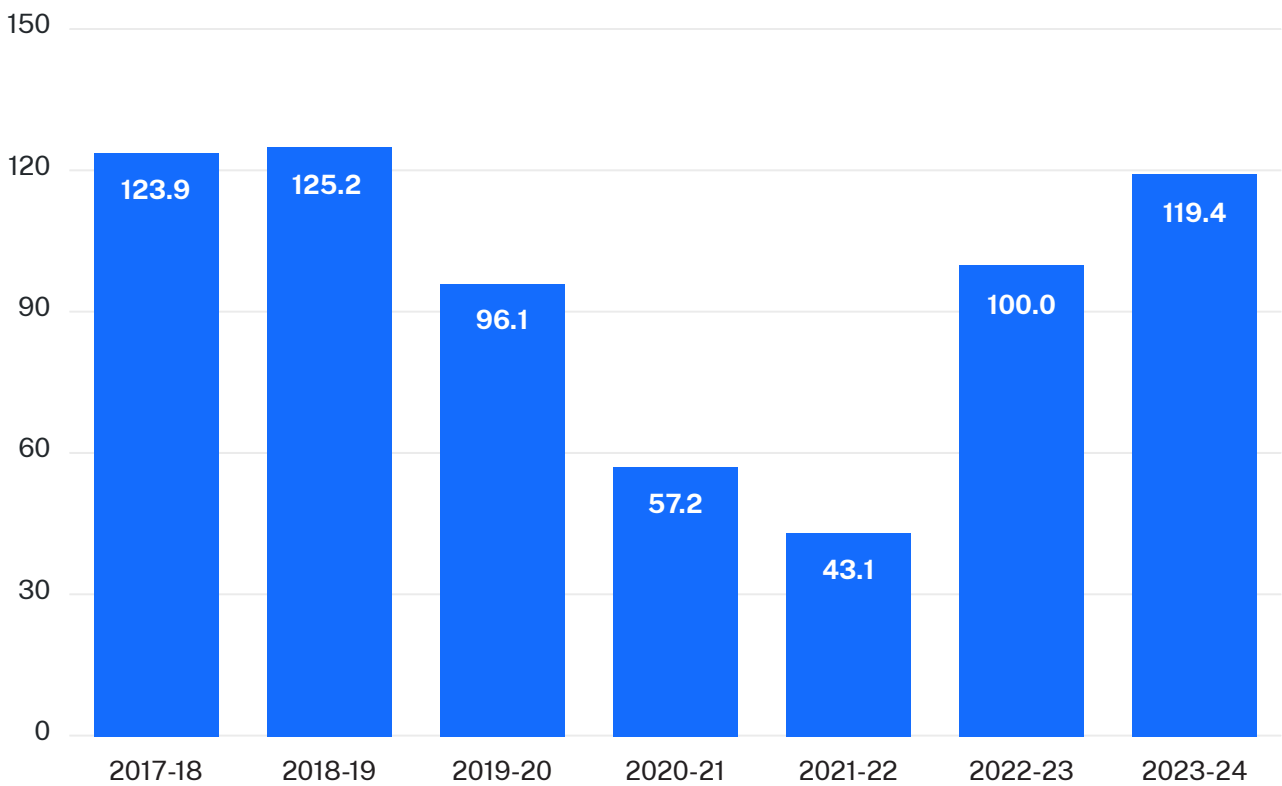
For the year 2023–24, NSW Trains received \$164.4 million (2022–23: \$144.3 million) in income, while total expenses of \$1,304.4 million (2022–23: \$1,270.2 million) were incurred in operations, depreciation and financing costs.

The resulting deficit from operations, before government and other contributions was \$1,140.0 million (2022–23: \$1,126.0 million).

Passenger services revenue

Passenger services revenue increased \$19.4 million or 19.4 per cent in 2023–24 to \$119.4 million. Passenger services revenue in 2023–24 was close to pre-COVID-19 levels with both regional and intercity passenger services revenue increasing from 2022–23 due to increases in patronage.

Table 5: Passenger services revenue (\$m)



Operational expenditure

Total reported operating expenses increased by \$34.2 million or 2.7 per cent to \$1,304.4 million in 2023–24.

The costs from other rail entities increased by \$101.3 million or 21.7 per cent in 2023–24 following lower infrastructure and fleet maintenance activity in 2022–23 with a combination of less distance travelled, along with lower infrastructure maintenance during protected industrial action.

Track access fees decreased \$33.1 million or 22.5 per cent, driven by a reduction in the TAHE access fee. Labour increased \$13.8 million or 4.2 per cent linked to an increase from the Rail Enterprise Agreement.

Government contributions

Government contributions were stable at \$1,042.2 million in 2023–24 (2022–23: \$1,069.4 million) to help fund the operations of NSW TrainLink.

Capital projects

NSW TrainLink's capital investment program decreased by \$2.3 million or 53.8 per cent to \$2.0 million in 2023–24. The projects delivered in 2023–24 included regional digital connectivity, crew seat modification, the luggage transporter trial, and bike racks.

Future sustainability

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



Investment and liability management

NSW Treasury policy mandates NSW Trains to maintain all cash with Westpac Banking Corporation under the Treasury Banking System.

Interest income is in line with the return of the mandated account at an average rate of 4.27 per cent for the year.

Land disposal

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

Research and development

There were no research and development projects undertaken by NSW TrainLink in 2023–24.

Implementation of price determinations

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

On 16 October 2023, Opal fares were increased on average by 3.7 per cent, less than the five per cent average annual increase recommendation from IPART.

The half-price fare after eight journeys travel reward was retired because Opal data showed travel habits shifted post-COVID. Instead, Friday fares were changed

to align with weekend rates, meaning that the 30 per cent off-peak discount applies all day and the daily cap is half-priced between Friday and Sunday.

Some fares, including 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





Senior executive remuneration

Table 6: Number and remuneration of senior executives

Transport senior service level	Female	Male	Total	Average total remuneration package
TSSE band 3				
2023-24	0	0	0	–
2022-23	0	0	0	–
2021-22	0	0	0	–
TSSE band 2				
2023-24	0	1	1	\$379,217
2022-23	0	1	1	\$379,217
2021-22	0	1	1	\$371,781
TSSE band 1				
2023-24	4	7	11	\$261,720
2022-23	6	11	17	\$259,325
2021-22	5	12	17	\$256,380
Total				
2023-24	4	8	12	
2022-23	6	12	18	
2021-22	5	13	18	



Employee remuneration

Table 7: Total employee headcount by salary band

Annual salary	202–22 total count			2022–23 total count			2023–24 total count		
	F	M	Total	F	M	Total	F	M	Total
<\$50,000	0	0	0	0	0	0	0	0	0
\$50,001 – \$75,000	353	718	1,071	265	334	599	272	338	610
\$75,001 – \$100,000	102	711	813	203	1,033	1,236	218	1,043	1,261
\$100,001 – \$125,000	38	77	115	42	104	146	42	109	151
\$125,001 – \$150,000	26	76	102	27	72	99	26	65	91
>\$150,000	25	52	77	39	97	136	38	101	139
Total	544	1,634	2,178	576	1,640	2,216	596	1,656	2,252



Payments to consultants

NSW Government agencies engage consultants to provide professional advice to inform their decision making. Following a co-designed 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.

In 2023–24, NSW TrainLink did not make any engagements equal to or greater than \$50,000 with consultants.

NSW TrainLink made one engagement of less than \$50,000 with a consultant, with a total 2023–24 expenditure and total actual cost – which also includes payments made outside the 2023–24 reporting period – of \$2625.

Overseas travel

There was no overseas travel by NSW TrainLink employees in 2023–24.

Significant judicial decisions

Russell Morgan (Office of the National Rail Safety Regulator) v Australian Rail Track Corporation Ltd & NSW Trains

On 20 February 2020, at Wallan in the Victoria, an XPT operated by NSW Trains derailed. Two people died and 61 people were injured as a result of the incident.

NSW Trains and the Australian Rail Track Corporation (ARTC) each pleaded guilty to charges filed by the Office of the National Rail Safety Regulator for a breach of the Rail Safety National Law (Victoria).

On 3 April 2024, the Magistrates' Court of Victoria handed down its sentence following a sentencing hearing on 23 February 2024.

In consideration of the evidence before the Court, including submissions by each party, the objective seriousness of the offending and 13 victim impact statements, the Court sentenced NSW Trains to a fine of \$150,000 with a conviction recorded, while ARTC was fined \$375,000 with a conviction recorded. NSW Trains and ARTC were also each ordered to pay 50% of the reasonable costs of the prosecution.

Risk management and insurance activities

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

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

The owner of the risk register is the NSW TrainLink Chief Executive with delegation for ensuring execution of the agency-wide risk management framework entrusted in the director of Finance and Commercial as the designated chief risk officer.

The register is regularly reviewed by the Chief Executive and the NSW TrainLink leadership team to monitor risk trends and agree mitigation procedures.

There is independent oversight of the NSW TrainLink enterprise risk register and risk management activities by the Transport for NSW Audit and Risk Committee, which has responsibility under the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08) to provide independent advice and objective assurance to the Secretary on governance processes, risk management and control frameworks, internal and external audits, corruption prevention, and external accountability obligations.

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

The NSW TrainLink enterprise risk profile is supported by specific significant risk category management frameworks including safety, projects, financial, fraud and corruption, regulatory compliance and cyber/information technology, and bespoke risk registers exist to support understanding and management of subsequent risk exposures.

In terms of the importance of managing operational risk, significant focus continues on managing safety risk exposures so far as is reasonably practicable, in accordance with the Rail Safety National Law (NSW).

A safety risk register (SRR), an integral part of the organisation's rail safety accreditation, continues to evolve and mature as hazards, causes and controls are reviewed in light of operational events, risk assessments and investigation findings.

The content of the SRR is assured through several levels of coordinated activity, including:

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

The safety control assurance review process enables review of safety controls and their effectiveness. This process provides assurance to the control owners and was developed by Safety in consultation with control owners.

There is regular oversight of the SRR and associated safety management system processes by the Safety Committee, as well as an annual audit by the Office of the National Rail Safety Regulator.

Insurance

NSW TrainLink 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 Marsh, and TMF iCare Scheme to protect against insurable risks.

Sydney Trains manages insurance arrangements for NSW TrainLink by maintaining a group policy that insures the Transport Asset Holding Entity, Sydney Trains, NSW TrainLink and the Country Rail Network.

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 NSW TrainLink must provide a certificate of insurance currency.



Internal audit and risk management policy attestation

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

Re: TPP20-08 Internal Audit and Risk Management for the NSW
Public Sector – NSW Trains Attestation Statement for 2023-24

2nd September 2024

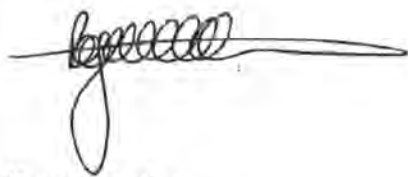
Dear Ms Curtin,

Please find attached the NSW Trains Internal Audit and Risk Management Attestation Statement for the 2023-24 financial year in accordance with NSW Treasury's Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08).

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

If you have any further questions, Ethan Nguyen, Executive Director Internal Audit and Fraud & Corruption Prevention, would be pleased to take your call.

Sincerely,

A handwritten signature in black ink, appearing to read 'Roger Weeks', with a long horizontal flourish extending to the right.

Roger Weeks
Chief Executive
NSW Trains

Internal Audit and Risk Management Attestation Statement for the 2023-24 Financial Year for NSW Trains

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

Core Requirements

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

Shared Arrangements

I, Roger Weeks, advise that NSW Trains has entered into an approved shared arrangement with the following department/agencies:

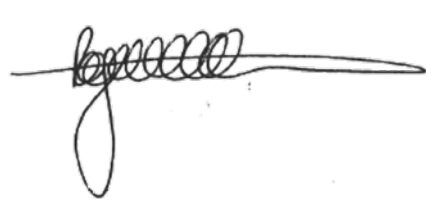
- Transport for NSW (Principal Department)
- Department of Transport
- Sydney Ferries
- Transport Service of NSW; and
- Sydney Trains

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

Membership of the Transport for NSW Audit and Risk Committee

Title	Name	Term Commenced	Term Finishes
Independent Chair	Ken Barker	27 November 2022	26 November 2025
Independent Member	Akiko Jackson	6 September 2022	5 September 2025
Independent Member	Peter Mayers	1 December 2021	30 November 2024
Independent Member	Nicole Grantham	1 December 2021	30 November 2027

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



Roger Weeks
Chief Executive
NSW Trains

Date: 2nd September 2024

Agency Contact Officer:
Ethan Nguyen, Executive Director Internal Audit and Fraud & Corruption Prevention
(Chief Audit Executive)

Privacy management

In accordance with section 33 of the *Privacy and Personal Information Protection Act 1998* (NSW) (PIIP Act), Transport for NSW has published on its website a privacy management plan that also applies to NSW TrainLink.

The Transport for NSW 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 PIIP Act and the *Health Records and Information Privacy Act 2002* (NSW) (HRIP Act)
- explains the rights of internal review under Part 5 of the PIIP Act.

In addition, Transport's operating agencies, including NSW TrainLink, work together to:

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

In 2023–24, advice was available to NSW TrainLink on privacy compliance and best practice.

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



Access to government information

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

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.

Transport for NSW actively considers how to be more proactive and ensure greater access to

information. Regular meetings with key stakeholders across the transport agencies discuss and consider opportunities for further proactive release of information, including consideration of recent access applications and trends in the types of requests received elsewhere in the agencies.

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

During the reporting period, NSW TrainLink received 12 access applications, including withdrawn and transferred applications but not invalid applications. In 2023–24, no applications were refused by NSW TrainLink for reasons referred to in Schedule 1 of the GIPA Act.

Table A: Number of applications by type of applicant and outcome

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	1	0	0	0	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	3	0	5	2	0	1	0	0
Total	4	0	5	2	0	1	0	0

Note: 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 B: 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 ¹	1	0	0	0	0	0	0	0
Applications (other than personal information applications)	2	0	3	1	0	0	0	0
Applications that are personal information applications and other applications	1	0	2	1	0	1	0	0
Total	4	0	5	2	0	1	0	0

Note: 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.

¹ 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 C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	2
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	2
Invalid applications that subsequently became valid applications	0

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

Consideration category/type	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care code of conduct	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Schedule 1 (5A)	0
Information provided to the High-Risk Offenders Assessment Committee	0

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

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	4
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate freedom of information legislation	0

Note: 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 F: Timeliness

	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	12
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	12

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

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

¹ The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	0

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

	Number of applications transferred
Agency-initiated transfer	2
Applicant-initiated transfer	0

05

Sustainability





Work health and safety

NSW TrainLink health and safety responsibilities are managed through the safety management system, which meets the obligations under the *Work Health and Safety Act 2011* (NSW) (WHS Act).

We have comprehensive health and wellbeing programs to support our workers. NSW TrainLink is a licenced self-insurer for workers' compensation under

the *Workers Compensation Act 1987* (NSW). Claims management and return to work services are provided by Transport for NSW.

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

Table 8: Work health and safety performance

Performance indicator	2021–22	2022–23	2023–24
Notifiable incidents to SafeWork	1	9	10
LTI due to workplace related injury or illness	97	180	61 ¹
LTIFR per million hours	31	55.69	16.64 ¹
Total claims LTI	87	107	135
Total claim cost (\$ million)	3.46	6.1	5.8
Prosecutions reported	0	0	0
Prosecutions under the Act	0	0	0
Workplace safety inspections (leadership walks)	232	1955	2155

¹Excluding critical incident leave

Workforce diversity

NSW TrainLink has an incredibly diverse workforce, with employees from many different cultures and backgrounds in our offices, on our platforms and on our trains and coaches.

To support, develop and continue to grow our diverse workforce, Transport for NSW has a Diversity and Inclusion Strategy 2022–25 and has developed or has in development a range of action plans for gender equity, disability inclusion, reconciliation through

NSW TrainLink's Stretch Reconciliation Action Plan, LGBTIQA+ inclusion, multi-generational inclusion and culturally and linguistically diverse inclusion.

NSW TrainLink will continue to work with Transport for NSW to deliver on the actions that arise from each of these plans as we remain committed to fostering a culture of acceptance, inclusiveness, respect and belonging for all current and future employees.

Table 9: Representation of workforce diversity groups within NSW TrainLink

Workforce diversity group	Benchmark (by 2025)	2021	2022	2023	2024
Women in the workforce	50.0%	26.1%	25.0%	26.0%	26.2%
Women in senior positions	46.4%	44.4%	32.8%	38.2%	35.9%
Aboriginal and Torres Strait Islander people	3.7%	2.6%	2.5%	2.6%	3.2%
People whose first language spoken as a child was not English	23.2%	3.4%	3.4%	3.61%	3.6%
Employees with disability	6.0%	2.4%	2.1%	2.6%	2.9%
Employees with disability requiring work-related adjustment ¹	1.5%	1.9%	2.2%	1.7%	0%

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

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

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%.

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.

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.

Reconciliation in action

At NSW TrainLink, 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.

Transport's inaugural 'Innovate' Reconciliation Action Plan (RAP) was the start of our journey, learning from and engaging with community and our employees on reconciliation. NSW TrainLink partners with Transport to deliver on the Transport 'Stretch' RAP 2022–2025, with implementation well underway. We continue to strive for greater alignment across Transport and across government, and ensure this is reflected in our work with community.

NSW TrainLink's focus is on long-term strategies that support government commitments and making continuous improvements for increasing Aboriginal and Torres Strait Islander employment, procurement and community engagement opportunities.

The 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 honour our commitment to transparency on our progress through our external Future Transport website – www.future.transport.nsw.gov.au – which shares information about our commitments, our progress and our recent case studies.

Transport's key achievements in 2023–24 included:

- the launch of the Aboriginal Employee Network and Reconciliation Employee Network to provide a safe space for our Aboriginal and Torres Strait Islander colleagues and their allies to connect
- 300 people attending an Aboriginal employee forum to support connection with mob across our organisation
- bringing to life the Aboriginal Cultural Learning Framework with the building a culturally informed learning library for everyone at Transport to use
- upskilling more than 19,000 employees with a new e-learning Stretch RAP awareness training module
- increased recruitment and retention of Aboriginal employees through our new Transport Aboriginal Employment Strategy
- the launch a new Aboriginal procurement participation strategy to establish clear goals to improve the involvement of Aboriginal people and businesses in our supply chains
- hosting our inaugural Aboriginal Business Forum in Sydney with more than 100 Aboriginal businesses registered.







Disability inclusion

Transport is essential for the people of NSW to get to work, connect with friends and family, participate in society and access vital services, such as healthcare and education.

However, for many people with disability there are multiple barriers to easily access transport with confidence and dignity.

Transport for NSW is finalising its new Disability Inclusion Action Plan. Extensive community consultation and engagement with Transport's Accessible Transport Advisory Committee has informed its development.

Our new plan will set a strategic vision for the role of Transport in improving outcomes for people with disability. It will pave the way Transport embeds its policies, projects and day-to-day practices around disability inclusion and accessibility for customers, carers and employees.

NSW TrainLink will work with Transport for NSW to deliver on the actions that arise from the new disability inclusion action plan.

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

In 2023–24, a number of stations across regional NSW benefitted from the Transport Access Program, which is providing modern, secure and integrated transport infrastructure that is accessible to travellers with a range of needs. Dubbo, Casino, Taree, Unanderra, Tuggerah, Narrabri, Dapto and Bellambi were among the station to receive upgrades with improvements ranging from the addition of lifts, ramps, handrails, and more accessible station entrances and paving, to additional accessible toilets, seating, accessible parking spaces, and accessibility upgrades to station bus stops.



Modern Slavery Act reporting

At NSW TrainLink, we acknowledge the important role we play in modelling behaviours for our suppliers. We work closely with the broader Transport for NSW cluster in leading the NSW Government's combat of modern slavery.

In the 2023–24 financial year, Transport for NSW has continued to mature in the response to modern slavery by focusing on the following key areas of action: policy and governance; training and capability building; and stakeholder engagement.

This year, Transport for NSW has worked closely with NSW Anti-slavery Commissioner Dr James Cockayne and leveraged his Guidance on Reasonable Steps to implement best practices for identifying, managing and mitigating modern slavery risk.

While there is still significant work for us to do, we continue to take strides towards a truly transparent supply chain that is free of modern slavery.

Policy and governance

Transport is currently developing a modern slavery policy, which will be mandated and will apply to NSW TrainLink. It will set out the expectations, roles and responsibilities as well as targets related to our modern slavery work.

The Modern Slavery Policy will come into effect in the second half of 2024.

The Transport for NSW Modern Slavery Risk Management Plan for Goods and Services is currently in consultation across key internal stakeholder groups. The plan operationalises the commitments made under the Modern Slavery Policy and describes how we carry out our modern slavery risk management activities in accordance with each of the Anti-slavery Commissioner's reasonable steps, including the teams and individuals responsible for each action.

We have also continued to use the risk navigation tool to identify inherent modern slavery risk in our goods and services procurement activities.

Transport has adopted the Anti-slavery Commissioner's Inherent Risk Indicator Tool to support the development of a category-based salient risk assessment.

This led to the identification of 54 categories with a high inherent risk of modern slavery, including cleaning services, securities services, catering services, janitorial, stationery and office supply, health and safety supply, apparel management, ICT outsourced and managed services, ICT end-user computing and peripherals, ICT infrastructure and networks, talent acquisition, blue collar labour, and industrial hardware and consumables.

Over the next two years, Transport will invest in digital tools and improving business processes under the Supplier Due Diligence Program. These tools will enable digitisation of supplier risk assessments, supplier assessment questionnaires, supplier insights and dashboards, and supplier screening against third party adverse media databases.

The improvements will lead to a more efficient and exhaustive assessment of a supplier's suitability prior to engagement and on an ongoing basis. The program will embed the supplier due diligence requirements from the Anti-slavery Commissioner's Guidance on Reasonable Steps.

Transport for NSW contract templates were updated to include modern slavery contract clauses and have been adopted by NSW TrainLink. The NSW Anti-slavery Commissioner released an updated set of model tender and contract clauses together with the Guidance on Reasonable Steps in January 2024, which we will adapt and use as appropriate.

Training and capability

We understand that training is critical to ensure we can identify any potential modern slavery risk and take the appropriate measures to manage and remediate.

To support this capability building, we continue to actively promote the NSW Government Comperio modern slavery training module to all our staff through executive communication channels. Transport for NSW will actively monitor completion of the course across procurement and contract management teams.

Transport for NSW has continued to uplift contract management practices across goods and services contracts. The uplift program includes a suite of training tailored for contract managers across NSW TrainLink and includes education and training around performance measures related to modern slavery.

Contract managers are supported through communities of practice forums and provided tailored modern slavery training when managing high-risk contracts.

Throughout the reporting period, Transport for NSW has carefully curated content on Transport's modern slavery site to ensure employees have access to comprehensive information. The site provides an introduction to the Guidance on Reasonable Steps, key industry reports as well as information on the United Nations Guiding Principles on Human Rights.

Work is underway to create modern slavery training materials and online modules tailored to NSW TrainLink.

Transport for NSW will leverage the work of the Anti-slavery Commissioner's Shared Implementation Plan Working Group to roll out modern slavery training that can be used by those we do business with.

Stakeholder engagement

Transport for NSW has continued to actively promote our Statement of Business Ethics and our grievance reporting platform, Speak Up. These are now communicated to suppliers via channels such as our purchase order notifications, on-boarding activities through toolbox talks for those who join Transport, and during contractor health and safety inductions when working at Transport facilities.

With the help of Transport's category-based salient risk assessment, Transport for NSW category management and sourcing teams worked closely together to embed modern slavery risk management actions into our category plans and sourcing strategies within high-risk categories, such as energy, cleaning, security services and apparel management.

These actions include embedding model clauses, supplier engagement to reinforce Transport's commitments, expectations and obligations around modern slavery, stipulations around subcontractors, minimum wage and working conditions, and the encouragement of suppliers to work with third party accreditation and social improvement groups and non-government organisations.

Transport for NSW is proud to be a key contributor to the Anti-slavery Commissioner's Shared Implementation Plan Working Group. We continue to actively engage with our colleagues across NSW Government to knowledge share and deliver efficiencies in the way we implement the Guidance on Reasonable Steps. The Shared Implementation Plan Working Group commenced meetings in July 2024 and will continue into 2025.

Issues raised by the Anti-slavery Commissioner

There were no operational issues, significant or other, raised by the NSW Anti-slavery Commissioner during the reporting period.

Environmental sustainability

The NSW TrainLink Environment Sustainability Program 2021–26 outlines the organisation’s roadmap towards best practice in environmental sustainability. It defines five key priorities to achieve NSW TrainLink’s commitment to environment and sustainability.

Our commitment is to strive to reduce our carbon footprint and explore technology and leadership behaviours to reduce our environmental impact. The goals of the environment and sustainability program are to:

- protect and enhance the natural environment by reducing our direct environmental impact
- maximise the positive impact of our actions through communication, collaboration and partnership
- create a culture where we are empowered and supported in improving our personal and organisational environmental sustainability practices.

During the 2023–24 financial year, as part of the priority ‘War on waste’, NSW TrainLink has committed to identify opportunities to apply best practice waste management across our network. Each year, NSW TrainLink has the opportunity to recycle:

- 450,000 cardboard trays
- 250,00 soft drink and alcohol cans
- 150,000 water bottles
- 100,000 juice and milk containers.

The Regional Rail Recycling Trial committed to introducing recycling on board regional rail services and identifying opportunities to increase recycling across the business.

Through the trial, NSW TrainLink collected and diverted four tonnes of recyclable materials. This equates to 150,000 empty water bottles or 250,000 empty soft drink and alcohol cans. Due to the success of the trial, NSW TrainLink has committed to continue onboard recycling.

Greenhouse gas emissions

NSW TrainLink has been tracking its annual greenhouse gas emissions data and reporting to the National Greenhouse Energy Regulator under the *National Greenhouse and Energy Reporting Act 2007* since 2013. The table below provides a summary of NSW TrainLink’s total greenhouse gas emissions.

Scope 1 greenhouse gas emissions are emissions released into the atmosphere as a direct result of NSW TrainLink’s activities, such as emissions from the fuel used by NSW TrainLink rolling stock and coach services.

Scope 2 greenhouse gas emissions for NSW TrainLink represent the indirect emissions that were released outside the NSW TrainLink facility boundary to produce electricity that was imported and used by NSW TrainLink rolling stock and station operations.



Table 10: NSW TrainLink greenhouse gas emissions from 2013 to 2023

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scope 1 emissions (t CO ₂ -e) ¹	65,121	61,533	61,017	60,571	65,139	61864	57,455	57,202	51,139	56,956
Scope 2 emissions (t CO ₂ -e)	149,589	163,234	157,012	158,133	165,081	165951	153,190	162,735	152,221	144,620
Total emissions (t CO₂-e)	241,709	224,767	218,029	218,704	230,220	227,815	210,645	219,937	203,360	201,576

¹ Carbon dioxide equivalent tonnes.

Coffee cup recycling

In June 2022, NSW TrainLink joined Simply Cups to become a cup collector from both its passengers and staff working at Newcastle Interchange.

More than 7600 cups have been collected from Newcastle Interchange, including 3590 in the 2023-24 financial year, by Simply Cups and their Australian partners to create garden beds, sustainable building material, reusable coffee cups, reusable drink trays, recycled roads, light-weight concrete and more.

Water refill stations

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

During the 2023-24 financial year, new water refill stations were installed at Casino, Como, Cootamundra, Dapto, Goulburn, Grafton, Gunnedah, Junee, Narrabri, Unanderra and Wauchope stations. The installations are funded through the Transport Access Program.

NSW TrainLink understands the role of technology is integral to empowering customers to make sustainable decisions when travelling on our services. We will continue to work in collaboration with Sydney Trains and Transport to improve data collection and reporting.

Table 11: Impact of water refill stations¹

Station	Litres dispensed	Bottles saved
North Wollongong	22,511	37,519
Broadmeadow	22,244	37,073
Newcastle Interchange	27,123	45,205
Total	71,878	119,797

¹ Since installation at Newcastle interchange in January 2021 and at North Wollongong and Broadmeadow from October to December 2022.

Environment protection licences

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

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

During this reporting period, NSW TrainLink did not receive any penalty infringement notices, formal warning letters, clean up notices or prevention notices from the EPA for its rolling stock operations.

Appendices





Appendix 1: Customer complaints and feedback

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

Complaints, compliments, enquiries and suggestions about NSW TrainLink can be made online via several channels, including our website – transportnsw.info – and mobile apps such as Feedback2Go and Opal Travel, available for both Android and iOS devices. Customers without access to digital channels may lodge feedback via 131 500 or by mail.

During 2023–24, NSW TrainLink received 10,648 customer feedback cases via our primary

feedback channels (web, phone and mail), a 20 per cent increase compared to 2022–23. Complaints per 1000 trips increased to 0.22, compared to 0.18 in 2022–23. There were:

- 6959 complaints (65 per cent of feedback) received with the top three issues being timeliness of services, comfort, and safety and security
- 1749 enquiries (16 per cent of feedback) made, primarily regarding ticketing services (refunds, rebooking requests) and limited service information (trip planning, hardcopy of timetables)
- 800 compliments received (eight per cent of feedback) with the majority regarding our staff and customer service.

Table 12: Customer feedback

	2021–22	2022–23	2023–24
Complaints	2,840	5,443	6,959
Compliments	374	752	800
Enquiries	926	1,716	1,749
Feedback	474	976	1,140
Total	4,614	8,887	10,648

Appendix 2: Compliance checklist

Mandatory heading	Compliance requirement	Source of requirement	Completed?	Pages
	Acknowledgement of Country	TPG23-10	Yes	2
	Letter of submission	TPG23-10	Yes	3
Overview	Aims and objectives	TPG23-10	Yes	11
Overview	Management and structure	TPG23-10	Yes	13–15
Overview	Charter	TPG23-10	Yes	11
Overview	Combined annual reports	TPG23-10	N/A	–
Overview	Application for extension of time	TPG23-10	N/A	–
Strategy	Strategic objectives and outcomes	TPG23-10	Yes	20–22
Operations and Performance	Management and activities	TPG23-10	Yes	26–33
Operations and Performance	Summary review of operations	TPG23-10	Yes	26–31
Operations and Performance	Land disposal	TPG23-10	Yes	36
Operations and Performance	Research and development	TPG23-10	Yes	36
Operations and Performance	Implementation of price determination	IPARTA s18(4)	Yes	36
Operations and Performance	Performance information	TPG23-10	Yes	32–33
Management and Accountability	Numbers and remuneration of senior executives	TPG23-10 PSC Circular 2014-09 SOORT determination	Yes	40
Management and Accountability	Human resources	TPG23-10	Yes	41
Management and Accountability	Consultants	TPG23-10	Yes	43
Management and Accountability	Promotion	TPG23-10	Yes	43

Mandatory heading	Compliance requirement	Source of requirement	Completed?	Pages
Management and Accountability	Requirements arising from employment arrangements	TC15-07	N/A	–
Management and Accountability	Legal change	TPG23-10	Yes	43
Management and Accountability	Economic or other factors	TPG23-10	Yes	33
Management and Accountability	Events arising after the end of the annual reporting period	TPG23-10	Yes	Vol 2
Management and Accountability	Risk management and insurance activities	TPG23-10	Yes	44–45
Management and Accountability	Internal audit and risk management policy attestation	TPP20-08	Yes	46–48
Management and Accountability	Compliance with the PPIP Act	TPG23-10	Yes	49
Management and Accountability	GIPA Act	GIPA Act s125(4), (6) GIPAR c8, Sch 2; c13, Sch 3	Yes	50–53
Management and Accountability	Other information	TPG23-10	Yes	72
Management and Accountability	Exemptions	TPG23-10	N/A	–
Sustainability	Disability inclusion action plans	<i>Disability Inclusion Act 2014</i>	Yes	61
Sustainability	Modern Slavery Act reporting	<i>Modern Slavery Act 2018</i> , s31 NSW Anti-slavery Commissioner's Guidance on Reasonable Steps	Yes	62–63
Sustainability	Work health and safety	TPG23-10	Yes	56
Sustainability	Workforce diversity	PSC Circular 2014-09	Yes	57
Financial performance	Financial statements	GSF Act TPG23-10	Yes	Vol 2
Financial performance	Identification of audited financial statements	TPG23-10	Yes	Vol 2
Financial performance	Unaudited financial statements	TPG23-10	N/A	–
Financial performance	Investment and liability management performance	TPG23-10 TC17-02	Yes	36



NSW TrainLink Annual Report

Volume 1
2023–24

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Internal design services were used and there were no external costs associated with the production of this report. View or download this report from the Transport for NSW website: transport.nsw.gov.au

ISSN 2204-101X

