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Sydney Trains – key statistics

- Customer satisfaction: 88%, up 10 percentage points in two years
- Passenger journeys per weekday: 1 million
- Annual patronage: 284 million (for 12 months to 31 December 2014)
- Timetabled trips per typical weekday: more than 2,900
- Stations: 178 (includes four on the Airport Line)
- Fleet: 2,185 electric and diesel cars (includes 568 NSW TrainLink fleet)
- Number of passengers one eight-car train can carry: 1,000 plus
- Capitalised value of a new Waratah train: $30 million
- Length of total track maintained: 1,612km (includes NSW TrainLink area)
- Length of electrified track (bounded by Emu Plains, Berowra, Waterfall and Macarthur): 961km
- Length of overhead wiring maintained: 1,570km (includes NSW TrainLink)
- CCTV cameras maintained: more than 10,000
- Total cost of operations: $2.7 billion
- Value of assets under Sydney Trains management: $29 billion
- Workforce head count: 9,945
Chief Executive’s message

I want to share with you Sydney Trains’ priorities for the 2015-2016 financial year.

Sydney Trains was established on 1 July 2013 and is the operator and maintainer of rail services across Sydney. This includes 178 stations, 961kms of electrified track and signals, and 2,185 electric and diesel cars, among them 568 NSW TrainLink cars. Sydney Trains also operates the network-wide Rail Management Centre which covers the greater Sydney area.

The organisation was constituted under the Transport Administration Act 1988.

Sydney Trains’ mission is to keep Sydney moving by delivering safe, customer-focused, reliable and clean rail services. We aim to contribute to the success of transport in NSW by running effective and efficient rail services which exceed our customers’ expectations, support growth and contribute to the broader community and the economy.

We focus on providing our customers with a high quality service and giving taxpayers value for money by operating as efficiently as we can.

Sydney Trains has an annual operating expenditure of $2.7 billion and delivers over $400 million of capital works.

This Corporate Plan outlines the key priorities and initiatives that we will deliver between 1 July 2015 and 30 June 2016. They will support the NSW Government’s transport objectives of reducing travel times, growing patronage and improving the customer experience.

This Corporate Plan explains how we will:

• Maintain the safety and security of our customers and colleagues
• Continue to improve customer service
• Increase the efficiency and cost-effectiveness of the network
• Improve performance levels with a growing level of passenger demand
• Operate in a financially sustainable manner.

Rail will remain the backbone of transport in Sydney. Over the coming year, we will continue to work with Transport for NSW and our NSW TrainLink and State Transit colleagues to provide improved services to customers, expand the capacity of our network and deliver the Government’s plans for transport in NSW.

Howard Collins

Chief Executive
Sydney Trains
Legislative context

Sydney Trains is a NSW Government agency constituted under the Transport Administration Act 1988 and is a public subsidiary corporation of Rail Corporation New South Wales (RailCorp).

Sydney Trains operates under a Rail Service Contract with Transport for NSW. The contract stipulates the NSW Government’s expectations around service levels, and sets out how Sydney Trains and Transport for NSW will work cooperatively together to address service alterations, community consultation, regular service reviews, performance standards and the handling of complaints.

Sydney Trains provides rail services in its capacity as operator and maintainer under the Rail Services Contract with Transport for NSW. In doing so it must meet the requirements of the Act.

The principal objectives of Sydney Trains under the Act are to:

• Deliver safe, reliable, effective and efficient rail, passenger and network access services in a financially responsible manner
• Ensure that part of the NSW rail network vested in or owned by RailCorp enables safe and reliable railway passenger and freight services and that these are provided in an efficient, effective and financially responsible manner.

The other statutory objectives of Sydney Trains are to:

• Maintain reasonable priority and certainty of access for railway passenger services
• Promote and facilitate access to the part of the NSW rail network vested in or owned by RailCorp
• Be a successful business and, to that end, to operate at least as efficiently as any comparable business and maximise the net worth of the State’s investment in Sydney Trains
• Exhibit a sense of social responsibility by having regard to the interests of the community in which it operates
• Conduct its operations in compliance with national rail safety principles and the principles of ecologically sustainable development as contained in section 6(2) of the Protection of the Environment Administration Act 1991 where its activities affect the environment
Sydney Trains is committed to the delivery of the NSW Government’s transport priorities. These are set out in *NSW 2021: A Plan to Make NSW Number One* and were developed by Transport for NSW in partnership with all peer transport operators.

Transport for NSW is the lead agency within New South Wales and has primary responsibility for coordinating transport policy, funding allocations and planning for all modes of transport.

Transport for NSW’s purpose is to make New South Wales a better place to live, do business and visit by managing and shaping the future of the whole transport system.

**NSW Long Term Transport Master Plan**

The NSW Long Term Transport Master Plan covers all transport modes across the State. The Plan sets out a clear direction for transport in NSW over the next 20 years, outlining the approach to integrate, grow, modernise and manage the transport system while putting the customer first.

Sydney’s Rail Future is an integral part of the NSW Long Term Transport Master Plan. It will deliver a three-tiered system of rapid transit, suburban and intercity services to meet changing customer needs.

Sydney’s Rail Future Strategy aims to achieve operational and network efficiencies and the completion of major works, such as the new North West Rail Link and a second harbour crossing.

Sydney Trains is a key delivery partner in the implementation of Sydney’s Rail Future. We will work with Transport for NSW to implement their plans, which include the North West Rail Link.

**NSW 2021**

*NSW 2021* is the NSW Government’s 10-year strategic business plan. This sets out priority areas for action and guides resource allocation.

Through *NSW 2021*, the Government has committed to delivering an efficient and effective transport system which brings significant benefits to the community and businesses.

**Transport for NSW’s broader aims are to:**

- Improve the performance of the NSW economy
- Drive economic growth in regional NSW
- Reduce travel times
- Grow patronage on public transport by making it a more attractive choice
- Improve customer experience with transport services
- Build liveable centres
- Make it easier for people to be involved in their communities
- Restore trust in State and Local Government as service providers
- Increase opportunities for seniors in NSW to fully participate in community life.

Sydney Trains will contribute to those aims by delivering safe, customer-focused, reliable and clean rail services.

**In 2015-16 Sydney Trains will focus on improving its services through:**

- Providing information to customers so they can make informed decisions about their travel options.
- Improved incident recovery management and improved operational process.

Sydney Trains has six themes:

**Safety** – to create and foster an environment that improves safety

**Customer, accessibility and travel** – to improve the customer experience with rail transport services and run trains on time

**People** – to create an effective leadership culture and an engaged workforce

**Business** - to improve efficiencies across Sydney Trains

**Assets** – to manage assets for Sydney Trains and NSW TrainLink by balancing cost, risk and performance

**Environment and the community** – to implement our environment strategy and deliver a more effective approach to community engagement.
Safety

THEME

To create and foster an environment that improves safety

At Sydney Trains, safety is at the heart of everything we do for our customers and the responsibility of all our staff.

In 2015-2016 we will focus on:

- Running a safe and secure railway, with safe infrastructure and safe systems for our customers, employees and contractors
- Maintaining a safe workplace through a rigorous focus on ensuring safe practices, equipment and facilities are available for all staff. We also focus on embedding a safe culture and safe behaviours and attitudes
- Managing customer movements during busy periods
- Better incident recovery management through improved operational processes.

Key initiatives for 2015-2016

- Introducing a new safety incident management system which, through real-time reporting and improved tools for analysing the causes of incidents, will promote a deeper understanding of our safety risks and improved incident management
- Driving continuous improvement in the safety culture and practices of our employees and contractors through the Target Zero culture change program and Safety Leadership Commitment workplace visits
- Striving for the safest possible environment for customers with targeted initiatives to reduce the number and severity of customer injuries and, in collaboration with the NSW Police Transport Command, to reduce anti-social behaviour and criminal offences on our network
- Reducing the frequency and severity of safety incidents, and enhancing the resilience of the network through improved operational response systems and strategic improvement initiatives including the Rail Corridor Safety Program and the Signal Passed at Danger (SPAD) Reduction Strategy
- Enhancing safety and security through a graffiti removal and prevention strategy.

Measuring success

By delivering these initiatives, Sydney Trains will achieve:

- Reduced frequency and severity of safety incidents
- Fewer staff lost time injury days and medical treatment injuries
- Reduced number of incidents leading to delays
- Fewer criminal offences by supporting NSW Police Transport Command Officers
- Fewer customer injuries.
Customer, accessibility and travel

THEME

To improve the customer experience with rail transport services and run trains on time

Sydney Trains puts the customer at the centre. Our aim is to deliver consistent, good quality customer service every day through visible and empowered staff, accurate and timely information, a safe and secure journey and clean trains and stations. We focus on punctuality, making our trains more reliable and keeping abreast of changing customer needs.

In 2015-2016 we will focus on:

• Improved customer service by developing and deploying a customer service model that is customer needs-focused
• Regular use of independent verifiers to monitor the quality of the customer-facing environment on stations and trains
• Continuing to support the Opal project team at Transport for NSW, phasing out paper tickets and working with TfNSW as it rolls out other ticketing projects
• Cleaner trains and stations and a consistent, high quality and predictable customer experience.
• Working with State Transit to align bus and train services to improve connectivity across the transport network
• Improved information to customers, through updated mobile apps, promotion of Sydney Trains’ Twitter handles and improved station passenger information screens. We will deliver faster, more accurate information to inform and give our customers choices
• Working with NSW TrainLink to provide reliable services to customers
• Taking care of our customers by providing paramedic services at key locations and public education programs such as the Feeling Unwell? campaign on stations
• Continued focus on our staff, using the Sydney Trains customer service principles:
  – first impressions count
  – friendly and ready to help
  – communicate clearly
  – find a solution
  – sharing knowledge
  – working together
• Improved revenue protection. Increasing the visibility and effectiveness of Transport Officers will reduce the level of fare evasion
• Improved punctuality by running safe and reliable train services with punctuality levels of 92% or more
• Understanding community demographics and aligning the service offering with community needs
• Handling all customer complaints and feedback equitably and objectively and using the insights gained to improve services
• Introducing new timetables that increase service efficiency and provide additional capacity
• Implementing alternative customer journey plans to help customers make informed decisions about travel during periods of disruption
• Improve service disruption management through an integrated Incident Management Response unit

Sydney Trains is committed to ensuring its operations reflect the multicultural nature of the community in which it operates.

Measuring success

By delivering these initiatives, Sydney Trains will achieve:

• Improved customer satisfaction - currently stands at 88%
• Reduced number of incidents leading to delays
• Improvements in incident response and recovery times
• Improved customer journey times.
People

THEME

To create an effective leadership culture and engaged workforce

Our staff are vital to Sydney Trains’ success. Sydney Trains is committed to creating and maintaining an environment in which people can fulfill their potential. Building the capability and competence of our workforce to meet current and future business objectives is also key to our success.

Sydney Trains has developed a set of behaviours, which are encouraged in the workplace. They are known as SPACE behaviours, and they define the way we do things:

SPACE stands for:

Safety
Pride
Accountability
Collaboration
Excellence

These behaviours underpin Transport for NSW’s core values of customer focus, collaboration, integrity, safety and delivering solutions.

In 2015-2016 we will focus on:

• Creating a customer-centric culture of accountability and performance
• Developing the technical, operational and leadership capability of our staff and creating high-performance teams
• Providing the right training and resources for our staff to do their jobs well
• Empowering our managers to be accountable and responsive in the day-to-day management and leadership of their teams
• Ensuring competency and related safety risks are minimised and legislation is complied with
• Handling all customer complaints and feedback equitably and objectively. The insight generated will inform service improvement
• Creating a culture of collaboration across Sydney Trains and with our transport cluster partners, particularly Transport for NSW and NSW TrainLink. This collaboration culture will help the organisation recognise and pursue initiatives that can add value and deliver efficiencies

• Supporting innovations and change initiatives through sound organisational change leadership and management capability.

Key initiatives for 2015-2016

• Accountability and Performance Planning
• Further embedding the SPACE behaviours across Sydney Trains
• Implementing initiatives to manage absenteeism and tackle bullying and harassment
• Regular employee Pulse Check Surveys to measure staff engagement and seek feedback
• Evaluating the effectiveness of our staff communications and improving channels, through a refreshed intranet and feedback channels
• Diversity and inclusion action plan to promote a more sustainable, capable and innovative workforce
• Leadership development program to match business and employee needs
• Building change capability to support efficient implementation of a large transformation agenda.

Measuring success

By delivering these initiatives Sydney Trains will achieve:

• Increased staff capability through investment in their development
• Improved trends in staff survey results
• Improved customer journey times
• Improved staff retention and turnover rates
• Reduction in absenteeism
• A more diverse workplace with increased representation of female leaders and Aboriginal employees.
Business

THEME

To improve efficiencies across the business

In 2015-2016, Sydney Trains will seek to deliver increased efficiency to enable more customer-focused investment in the network and the delivery of Sydney’s Rail Future, part of the NSW Long Term Transport Master Plan.

Targeted cost reduction, productivity improvement and simplified work practices will contribute to greater efficiency and support growth. We will also focus on identifying opportunities for business improvement and strengthened commercial practices. We will ensure compliance obligations and risks are appropriately managed.

In 2015-16 we will focus on:

• Cost-effective operations to reduce government subsidy and the cost to taxpayers
• Strategic sourcing and delivery to expand resource availability and better control the escalation of costs
• Improved revenue protection. Increasing the visibility and effectiveness of Transport Officers will reduce the level of fare evasion
• Strategic and risk management practices to efficiently utilise human, capital and intellectual assets through effective, integrated planning
• Continuing to streamline or remove inefficient processes
• A thorough and systematic approach to identifying and pursuing opportunities for efficiency improvements with benefits realised through functional, structural and technological change
• Effective and efficient business processes and platforms to remove bureaucracy and improve the accessibility of relevant management information. This will:
  – Encourage better decision-making

• Implementing a more flexible, streamlined and modern Enterprise Agreement
• Benchmarking to improve performance and identifying best practice across the rail industry and other sectors, both locally and internationally
• Continued implementation of a new customer service model, including leveraging the benefits of Opal ticketing and related projects with Transport for NSW
• Continue modernising rail maintenance practices, building on the successful consolidation of Network Maintenance Depots and extending the approach to Major Works depots
• Improving rostering and scheduling practices across operational areas
• Implementing new enterprise resource planning (ERP) and enterprise asset management (EAM) systems, which will modernise and streamline existing processes and asset management

Measuring success

By delivering these initiatives Sydney Trains will:

• Meet operating and capital budgets
• Reduce the cost of operations per revenue car kilometre.
Assets

THEME

To manage assets for Sydney Trains and NSW TrainLink by balancing cost, risk and performance

As an operator/maintainer, Sydney Trains operates train services, manages stations and crewing, and undertakes the maintenance of metropolitan rail infrastructure, rolling stock and stations.

In 2015-16 we will focus on:

• Contributing to a safe, reliable and efficient rail network and infrastructure supply chain (quarry, ballast recycling, rail fabrication, rail equipment centre and warehouses)
• Carrying out routine network maintenance, major works and bridge reconstructions
• Maintaining passenger fleets for Sydney Trains and NSW TrainLink
• Carrying out infrastructure condition monitoring
• Managing emergency response, customer amenity and quality systems
• Introducing strategies to move from a preventative maintenance organisation to a predictive, asset condition assessment and analysis organisation using Reliability Centre Management (RCM) principles. Our goal is to identify and remove redundant assets, reduce asset complexity, improve asset maintainability and quality of work to drive best practice reliability outcomes.
• Renewing infrastructure to meet current and future population demand
• Work with Transport for NSW on major projects including North West Rail Link and Sydney Rapid Transit

Key initiatives for 2015-2016

• Implement an Enterprise Asset Management System (EAMS) by eliminating multiple systems in use today and provide a best-in-class asset information system
• Improve maintenance efficiency through the provision of streamlined electrical isolation of the network
• Development and integration of Fire and Life Safety requirements
• Develop intelligent maintenance regimes by implementing technology upgrades for the Mechanised Track Patrol vehicles.

Measuring success

By delivering these initiatives Sydney Trains will achieve:

• Reduced customer impact from asset-related incidents
• Better response to incidents
• Delivery of the annual works program under the asset plan and in partnership with Transport for NSW
• Improved reliability and availability of assets
• Reduced costs of maintenance
• Better track possession planning and decision-making to minimise the impact of major periodic maintenance and routine maintenance plans.
Environment and the community

THEME

To implement our environment and sustainability strategy, improving our environmental performance whilst adding value to the business and build greater awareness among our staff to deliver effective community engagement

Our key activity for 2015-16 is to build on the achievements of last year, delivering against the strategies we have put in place in key areas such as noise, heritage and energy and continue our work to identify climate change risks to rail infrastructure.

In 2015-16 we will focus on:

• Noise: continue working alongside our partners across the transport cluster to identify practical ways to reduce the impact of noise on the community, our staff and our customers

• Biodiversity: further developing our tools and capabilities for mapping and identifying environmentally sensitive sites to enable improved planning and assessment of biodiversity risks

• Energy and Carbon: implementing our new Energy Management Strategy to maximise energy efficiency opportunities available through monitoring and reducing energy use and increasing the adoption of renewable energy in stations and depot buildings. Working with Transport for NSW through the Power Futures initiative to understand and plan for future energy demand and infrastructure requirements as the rail network develops

• Climate change: completing our Climate Change Risk Assessment work, which will inform Transport for NSW policy, decisions and the prioritisation of investment in the design of future rail infrastructure and the adaptation of existing rail infrastructure

• Heritage: improving management and stewardship of our heritage assets across Sydney Trains through implementation of our Heritage Asset Management Strategy, improved maintenance practices and conservation of heritage assets through project delivery. Partnering with Transport Heritage NSW to develop programs for the conservation of station-related heritage like signage and clocks and sharing our history with customers

• Community: Sydney Trains will continue to focus on our role in the communities we serve. Working with councils to ensure quick and coordinated responses to local matters, and promoting our work to community groups and stakeholders. A community relations page is planned for the Sydney Trains website. Engaging with outreach and health workers to provide support for homeless people on our network to access community support services.

Measuring success

By delivering these initiatives Sydney Trains will:

• Reduce impact from rail noise on our stakeholders

• Improve planning, identification and assessment of our biodiversity risks

• Improve our ability to measure our energy use while reducing usage and costs

• Improve our understanding of the impacts of climate change on the network and our operations

• Improve management of our heritage assets (fixed and movable)

• Strengthen our relationships with the communities in which we operate.