NSW Trains

2014-15 Annual Report

Volume 1

NSW GOVERNMENT | Transport NSW Trains

Letter to Minister from the Chief Executive

The Hon. Andrew Constance MP

Minister for Transport and Infrastructure

Parliament House

Macquarie Street

Sydney NSW 2000

Dear Minister

I am pleased to submit for presentation to Parliament the Annual Report for NSW Trains for the financial year ended 30 June 2015.

The Annual Report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Statutory Bodies) Regulation 2015*.

Yours sincerely

Rob Mason

Chief Executive
NSW Trains

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1 Overview

1.1 Report from the Chief Executive

NSW TrainLink was established on 1 July 2013 to deliver safe and reliable passenger services in an efficient and effective manner. We exist because the customers we serve travel longer distances and have different needs than suburban rail travellers.

In our second year of operation we are listening to our customers to understand what will keep them travelling with us and what will attract new customers to our services. Our customers want safe, reliable and clean services, shorter journey times and more options onboard.

In 2014-15 we have concentrated on growing our business and building patronage. NSW TrainLink has seen an increase in our Intercity customers of 5.1 per cent in the past year and we have focused our marketing efforts on increasing regional patronage.

We continue to focus on delivering reliable services for our customers. Strategies to improve the reliability of Regional services resulted in a marked improvement in punctuality. A Reliability Improvement Plan was also implemented to identify systemic improvements to lift punctuality.

A Customer Experience Program was also developed in 2014-15 to address some of our key customer concerns such as cleaning, the onboard experience, customer information and safety. Key achievements in this program include:

- Completion of the *V set* refurbishment program, with a total of 196 carriages refurbished, improving the onboard experience for customers on the Blue Mountains, Central Coast and Newcastle lines.
- Completion of the Hunter refresh program with all 14 carriages completed by December 2014.
- Improvements to air-conditioning, with detailed maintenance on 53 out of 60 *XPT* cars and a review of air-conditioning on *XPLORER* and *Endeavour cars*.
- New features on our trains were trialled such as luggage racks on four *V set* carriages and a pod coffee machine in an *XPT* buffet car.
- Roll out of customer relationship training for our frontline staff to improve customer service skills.

We supported our community with a special train – the 'Modi Express' from Melbourne to Sydney – as part of the Indian Prime Minister's first visit to Australia in 30 years. We were involved in the festivities with our customers on the annual 'Elvis Express' as part of the Parkes Elvis Festival.

I am pleased to see our safety management and staff training strategies are leading to a strong improvement in safety performance. We continue to work on solutions to mitigate some of our biggest risks such as anti-social behaviour. Increased training, CCTV and help points are just some of the ways we are working to reduce the impact of this on our customers and staff.

Our ability to deliver cost effective services has improved through better management of our contracts and suppliers. Our new cleaning contract has delivered improved outcomes. Improved cleaning scores and the finalisation of a new catering contract will provide our customers with a better selection of products on board our services.

Building strong relationships within the Transport Cluster continues to be essential in our ability to deliver services. Over the past year NSW TrainLink continued to work closely with our partners within the Transport Cluster to deliver better customer services, and improved access to information for customers through web enhancements and the Transport Customer Service Centre. NSW TrainLink also worked with key stakeholders to deliver the Newcastle Line truncation as part of the revitalisation of Newcastle.

Our staff work hard to deliver the best outcomes and services for our customers. The ‘once in a decade’ NSW storms and flooding in April 2015 tested our network and team. Their actions and the positive customer response is a real testament to the quality and attitudes of our staff. I would like to take the opportunity to thank all staff for their valued contribution and continued effort over this past year.

Rob Mason

Chief Executive

2 About NSW Trains

2.1 About the Business

NSW Trains began operations on 1 July 2013 as the State's first multi-modal (rail and coach) operator dedicated to intercity and regional customers.

Services are operated under the NSW TrainLink brand. Intercity and Regional rail and coach services are provided for customers travelling longer distances, who need comfortable and reliable services with on board facilities. The train and coach network reaches as far as Broken Hill and Bourke in the west, Eden and Melbourne in the south, and Brisbane in the north. Intercity train services operate between Sydney and the Hunter, Central Coast, Blue Mountains, Southern Highlands, Illawarra and South Coast.

Rolling stock, stations and infrastructure assets on the Intercity network are maintained by Sydney Trains, an accredited engineering organisation. Maintenance of these assets is managed via service contracts. The Australian Rail Track Corporation (ARTC) and John Holland, maintain most of the track in the areas that Regional services operate.

2.2 NSW TrainLink Purpose

The NSW TrainLink purpose provides direction and focus for the organisation:

To connect people and communities throughout NSW …
People choose us because we are a better way to go.

2.3 Customer First Principles

NSW TrainLink identified a set of Customer First principles that provide guidance to staff on how to work together to provide a better customer experience.

The Customer First principles are:

- **One Team –** We value each other and actively work together
- **Choose Safety –** We take actions so everyone gets where they are going safely
- **Presence –** We know 'being there' makes a difference
- **In the know –** We listen and share our knowledge with our customers
- **Own the solution –** We find and deliver flexible solutions for our customers

Every person works in a collaborative manner, as one extended team, each playing an important part in shaping the results that are delivered to NSW TrainLink customers, the community and the economy.

2.4 Key Metrics

- NSW TrainLink delivered over 36 million passenger journeys across its train and coach networks in 2014-15.
    - 1.8 million Regional passenger journeys per year on 97 train and coach services each day.
    - 35 million Intercity passenger journeys on 474 services each weekday.
- More than 80 per cent of regional passenger journeys are for leisure purposes.
- More than half of all journeys on Intercity services are for leisure purposes.
- NSW TrainLink train and coach services reach 479 destinations.
- The average distance travelled by regional passengers is 356 kilometre per journey.
- NSW TrainLink maintains a strong focus on customer service delivery with more than 90 per cent of staff working in customer facing roles.

2.5 NSW TrainLink Fleet

Oscar (H Sets)

- Intercity and Sydney suburban lines
- 220 carriages making up 55 four-carriage sets
- 432 seats per set
- Entered service 2006-2012

V Sets

- Intercity, Blue Mountains, Newcastle & Central Coast lines
- 202 carriages making up four and eight-carriage sets
- 88-122 seats per carriage type
- Entered service 1977-1989

Hunter

- Regional Hunter Line
- 14 carriages making up seven two-carriage sets
- 142 seats per set
- Entered service 2006-2007

Endeavour

- Intercity, South Coast and Southern Highlands lines, Regional Hunter Line
- 28 carriages making up 14 two-carriage sets
- 176 seats per set
- Entered service 1994-1996

XPT

- North Coast Route, Western Route (Dubbo), Southern Route
- 60 carriages making up four, five, six and seven-carriage sets
- 19 power cars – two per set
- First Class, economy seating, First Class sleeping berths, buffet service
- Entered service 1981-1984 1992-1993

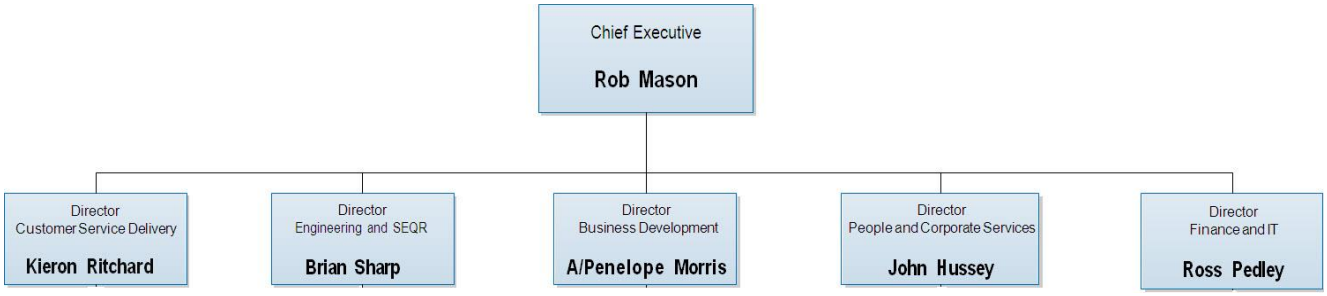
XPLORER

- North Western Route, Western Route (Broken Hill), Southern Route (Canberra and Griffith)
- 23 carriages making up two, three and four-carriage sets
- First Class and Economy Class seating, buffet service
- Entered service 1993-1995

Coach

- Locations of travel - Bourke, Brewarrina, Lightning Ridge, Broken Hill, Parkes, Mudgee, Coonabarabran, Oberon, Eden, Bombala, Jindabyne, Tumbarumba, Tenterfield, Inverell, Burren Junction, Mildura, Echuca, Griffith, Surfers Paradise, Port Macquarie, Tweed Heads and Byron Bay
- allocated seating
- air conditioning / heating
- ample luggage space
- electronic destination boards
- large windows
- lap sash seatbelts
- reclining seats with headrests
- two-way radio system and mobile phone communications
- Amenities

2.6 NSW Executive



Rob Mason	**Chief Executive**
Kieron Ritchard	**Director Customer Service Delivery**
Andy Thomas	**Director Business Development** *(to 7 April 2015)* *(assigned to Special Projects from 22 September 2014)*
Penelope Morris	(**Acting) Director Business Development** *(from 23 September 2014)*
Brian Sharp	**Director Engineering and Safety, Engineering, Quality and Risk**
John Hussey	**Director People & Corporate Services**
Ross Pedley	**Director Finance and Information Technology**

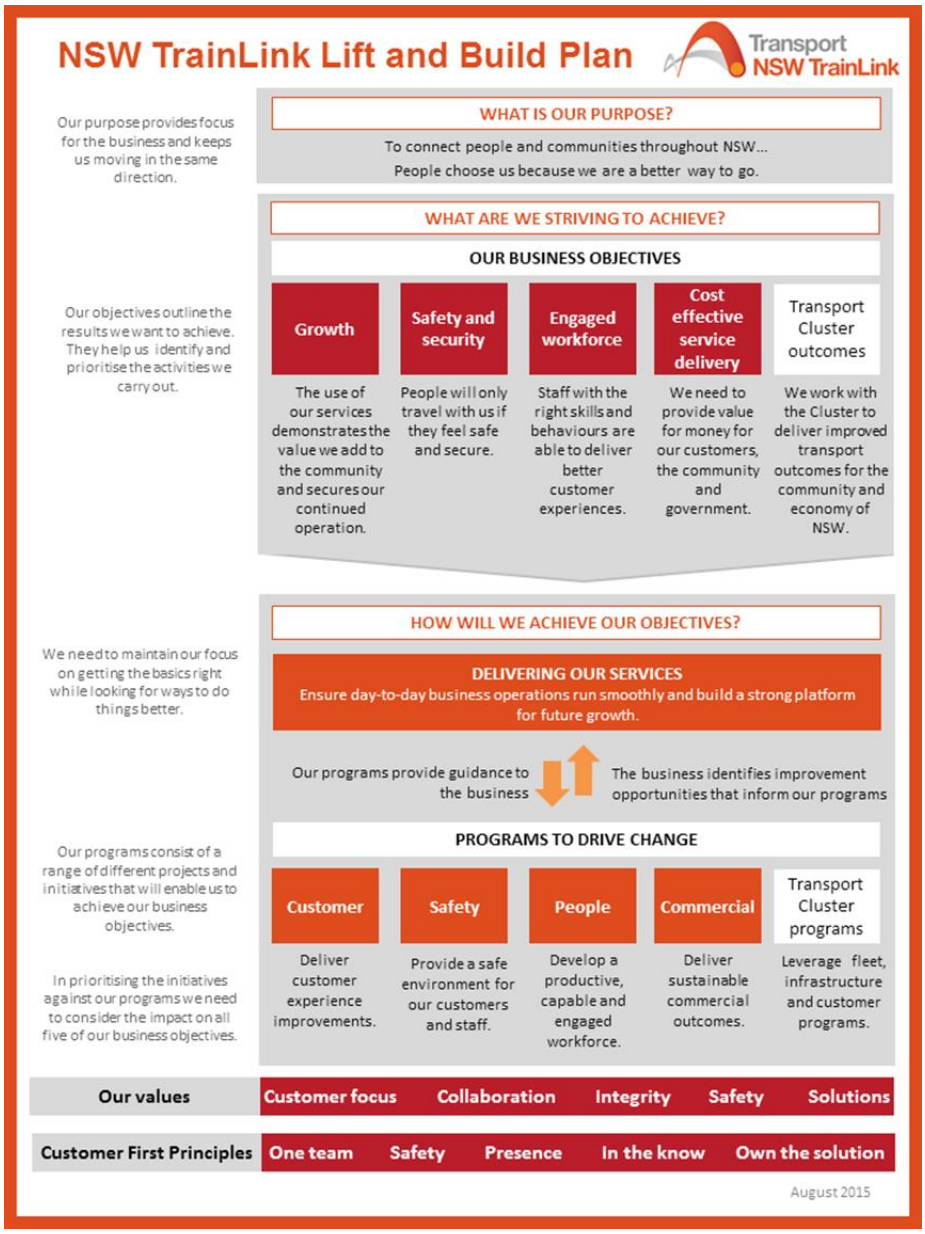
3 Strategy and Planning

NSW TrainLink helps deliver integrated transport solutions and improved transport outcomes for the community and economy of NSW as part of the Transport Cluster.

NSW TrainLink exists to connect communities and provides an essential service on behalf of government, supported by taxpayers.

NSW TrainLink takes guidance from the priorities of the NSW Government, which has committed to the acquisition of new Intercity and *XPT* fleets. This represents a significant multi-billion dollar investment in the future of regional transport. NSW TrainLink will continue to prepare for these fleets and ensure customers get the most out of this opportunity.

NSW TrainLink also takes guidance from the Transport for NSW outcomes which specify the results that the Transport Cluster will deliver together. This was used to create the *Lift and Build Plan* which keeps the organisation focused on the right activities, aligned to the priorities of Transport for NSW and the NSW Government.



3.1 Business Objectives

NSW TrainLink works to grow patronage, increase customer satisfaction, support a diverse workforce and gives taxpayers value for money by operating efficient services.

In 2014-15, NSW TrainLink developed a set of business objectives that help deliver results and prioritise the activities it carries out:

- **Growth:** Demand for NSW TrainLink services demonstrates the value it adds to the community and secures its continued operation.
- **Safety and security:** People will only travel with NSW TrainLink if they feel safe and secure.
- **Engaged workforce:** Staff with the right skills and behaviours are able to deliver better customer experiences.
- **Cost effective service delivery:** Providing value for money for customers, the community and government.
- **Transport Cluster outcomes:** NSW TrainLink works with the Cluster to deliver improved transport outcomes for the community and economy of NSW.

3.2 Corporate Plan

The *2015-16 NSW TrainLink Corporate Plan* outlines the strategy, business objectives and programs of work to deliver services in 2015-16 and beyond.

It is aligned with Transport Cluster outcomes and ensures that NSW TrainLink focuses on the right initiatives to deliver the best results for its customers. As required under the *Transport Administration Act 1988* (NSW), the Corporate Plan was subject to a public consultation period of 30 days (which occurred from 22 May to 21 June 2015). Submissions received during the consultation period were reviewed and contributed to the final plan.

3.3 Reviewing and Managing Performance

Results against key performance indicators (KPIs) are monitored by the NSW Trains' Executive. This includes indicators from the *Rail Services Contract* with Transport for NSW, which specifies performance measures. The indicators (shown in the table below) were monitored throughout 2014-15.

KPI monitoring is complemented by a weekly operational management and internal performance review mechanism known as visual management cells (VMCs). These meetings give managers an oversight of business performance against KPIs and other information to provide insight into current performance. The VMCs are used to identify areas of concern that need intervention, support or direction by the Executive.

Key Performance Indicators

Indicator	Result FY 13-14	Target 2014-15	Result FY 14-15	Status
Growth				
Customer satisfaction[1] [intercity services]	82%	≥82%	85%	
Customer complaints [resolved within 5 working days]	97.4%	≥90.0%	99.7%	
Customer delay intercity [minutes : seconds]	04:28	≤04:00	4:54	
Punctuality[2] (intercity)	89.3%	≥92.0%	87.4%	
Punctuality (booked rail services)	73.5%	≥78.0%	77.4%	
Punctuality (booked coach services)	94.8%	≥90.0%	97.8%	
Patronage growth (intercity)	-1.9%	≥1.0%[3]	+5.1%	
Patronage growth (regional)[4]	-3.4%	≥1.0%[5]	-2.5%	
Service provision[6]	99.4%	≥99.0%	99.0%	
Cleanliness[7] [score out of 7]				
• Stations	-	≥6.0	6.0	
• Trains	-	≥6.0	4.9	
Safety and security				
Customer injuries[8]	146	N/A	378	N/A
Employee injuries frequency rate (LTIFR)[9]	33.62	≤18.87	29.01	
Engaged workforce				
Employee sick leave [days per month][10]	0.81	≤0.75	0.89	
Employee overtime[11]	6.2%	≤7.0%	7.0%	
Workforce representation – Women	23.3%	≥20.0%	24.1%	
Workforce representation – ATSI[12]	1.4%	≥2.3%	1.5%	
Employee headcount	1,916	≤2,104	2,068	
Cost effective service delivery				
Net operating cost per revenue car kilometre[13]	$8.14	≤$8.95[14]	$8.80	
Booked services load factor[15]	43.6%	≥46.0%	46.2%	
Transport Cluster outcomes				
Station lifts reliability				
• Mean time between failures [days]	105.0	≥40.0	97.8	
• Mean time to fix [hours]	16	≤20	18.0	
Fleet availability[16]	88.4%	≥88%	89.2%	

[1] *The percentage of customers 'partly satisfied' to 'very satisfied' with the overall service as per the Customer Satisfaction Surveys (CSS) undertaken annually in November by the Transport for NSW.*
[2] *The per centage of timetabled peak services arriving on time without skipping stops or being cancelled.*
[3] *The targets for patronage growth are a 1% increase year on year.*
[4] *Includes both regional trains and regional coaches.*
[5] *The target for patronage growth is an increase of 1% year on year.*
[6] *The percentage of passenger services which are operated and configured in compliance with the timetable specifications.*
[7] *This is an independently verified score. Cleanliness was not measured using this method in 2013-14 and as such there is no comparable score for that year.*
[8] *Data collection and capture has improved over the last year, hence the increase in passenger injuries. Increase is indicative of better reporting, not an increase in passenger injury issues.*
[9] *The number of lost time injuries that occurred per million employee hours worked.*
[10] *In the 2014 Annual Report this was reported as days per year*
[11] *The average number of employee overtime hours worked as a percentage of normal employee working hours.*
[12] *Employees who identify as Aboriginal or Torres Strait Islander people.*
[13] *A unit cost measure of efficiency as measured by net operating cost divided by planned revenue car kilometres.*
[14] *This target is dependent on budgetary arrangements and therefore fluctuates month-to-month. This exact figure is an average of each month's target between July 2014 and June 2015 inclusive.*
[15] *Revenue passenger kilometres as a percentage of available seat kilometres.*
[16] *The percentage of all cars that are classified as deployable each morning to operate passenger services.*

4 Performance Overview

4.1 Growth

NSW TrainLink values and listens to its customers to enhance their travel experience, improve service delivery and attract new customers. In 2014-15 NSW TrainLink focused on building regional patronage, improving reliability and punctuality of services, enhancing cleaning performance and rebranding stations.

4.1.1 Patronage

Patronage across all NSW TrainLink services increased by 4.7 per cent. This was driven by growth on Intercity services where patronage was up 5.1 per cent on the previous year. Regional train and coach service patronage declined 2.5 per cent compared to 2013-14.

2014-15 NSW TrainLink Passenger Journeys

Service	2013-14	2014-15[17]	Change
Intercity	32,875,182	34,545,119	+5.1%
Regional	1,805,379	1,760,952	-2.5%
Regional Trains	*1,233,201*	*1,224,382*	*-0.7%*
Regional Coaches	*572,178*	*536,570*	*-6.2%*

The rise in Intercity patronage was influenced by population increases in service areas, along with more accurate data from use of the Opal Card. With Opal data we are now able to allocate journeys previously assigned to the CBD to Suburban and Intercity stations. While we are in this transition stage with both magnet stripe tickets and Opal there will be apparent growth in the suburban and intercity lines, which reflects more accurate patronage figures. Once we have a full year of predominantly Opal use we will have a more accurate baseline. The decline in regional patronage is due to more attractive alternative modes of transport including cars, airlines and coaches.

In 2014-15 marketing efforts and resources were focused on building regional patronage while seeking a positive return on promotional investment. Pricing trials, including *$70* and *$50 fare caps* as well as *2-for-1* deals, were advertised through low-cost digital channels to attract customers who would ordinarily use other modes of transport. Every dollar spent on promotional activity generated $9.47 in farebox revenue.

Promotional activity in 2014-15 provided valuable insight into the fare-sensitivity of customers and has formed the basis of 2015-16 patronage growth initiatives.

4.1.2 Fares

Fare specials were offered in January, February, April, May and June of 2015 to grow patronage especially among people who were not existing NSW TrainLink customers. A $*70 fare cap* offered during the January holiday period increased patronage by 4 per cent for the month and was extended throughout February. The *Discovery Pass* continued to be popular with NSW TrainLink frequent travellers. New *First-Class* and *Child Discovery Passes* were launched in 2014-15 to encourage more frequent travel among other target customer segments.

[17] Data allocation method has been revised based on more accurate data available from the Opal Card.

4.1.3 Customer Experience

Customer Feedback

Listening to customers helps NSW TrainLink develop initiatives to improve the customer experience. The Customer Experience Program has been developed based on feedback from customers, customer satisfaction survey results and key performance information such as cleaning performance scores.

Customers are able to lodge feedback using a variety of methods including:

- calling the 24-hour Transport Info 131 500
- visiting www.transportnsw.info or www.nswtrainlink.info
- calling 13 OPAL (13 6725) for Opal-specific feedback
- writing to the Chief Executive, NSW Trains or NSW TrainLink Customer Relations.

In 2014-15, the number of compliments from NSW TrainLink customers increased to 1171 (from 1039 in 2013-14), mainly in relation to regional staff.

Complaints reduced 14.8 per cent to 10,869. The majority of complaints were related to punctuality, staff, service and information issues.

Customer Complaints July 2014 to June 2015

Complaints	2013-14	2014-15
Claim	31	33
Cleanliness	496	513
Environment	377	360
Facilities	498	383
Information	1,100	975
Internal Matters	45	24
Punctuality/ OTR	2,070	2171
Safety	424	372
Security	783	744
Service	3,138	3123
Staff	909	1018
Ticketing	1,064	766
Timetable	1,559	387
Total	**12,494**	**10,869**

Staff conduct on trains and at stations make up the bulk of staff related complaints. A small number of complaints were concerned with staff conduct during the booking process.

To improve the customer service skills of staff, additional customer relationship training was rolled out across the business for frontline staff:

- Module 1 – Communications and Presence
  90 per cent (466) regional onboard, travel centre and station staff have completed the module.
- Module 2 – Managing Challenging Interactions
  Developed for all frontline staff – regional and intercity – and currently being rolled out to those in the South region. Training for the North and Central and West regions will commence in October 2015. The focus of this program is to support with skills and techniques to address potential anti-social behaviour with a strong focus on de-escalation and supporting the safety and wellbeing of our staff and customers.

The main areas of complaint about service issues were unscheduled service changes, crowding, air-conditioning and quiet carriages.

To alleviate the poor quality issues with air-conditioning, a program of maintenance and repair has been undertaken, including:

- 53 out of 60 *XPT* carriages underwent detailed maintenance or overhaul where necessary resulting in a considerable drop in complaints.
- *XPLORER* and *Endeavour* air-conditioning units are also undergoing a review and any changes to their maintenance program will be considered along with the *XPT* fleet.

Complaints grouped under 'Information' referred to customer experiences across all stages of the customer journey, including: queries and bookings, ticketing, announcements on board and information regarding delays and cancellations.

Improving announcements to ensure safety critical information is conveyed to customers on every service has been a special priority in 2014-15. New procedures established and conveyed to frontline staff. An ongoing monitoring program has been implemented.

Other initiatives implemented in 2014-15 as part of the Customer Experience Program include:

- Completion of the *V set* refurbishment program. A total of 196 carriages were refurbished, improving the on board experience for customers on the Blue Mountains, Central Coast and Newcastle lines.
- Completion of the Hunter refresh program with all 14 carriages completed by December 2014.
- Customer Experience Project Management Office (PMO) structure completed, including templates and training, to better support implementation of improvement projects.
- Luggage racks were trialled on four *V set* carriages on the Blue Mountains, Central Coast and Newcastle lines. Customer feedback on the trial was positive and funding has been approved to install luggage racks on all *V set* services.

Regional Customer Support Centre

Work was undertaken in the past year to establish a Regional Customer Support Centre in Maitland which opened in July 2015. The Centre will deliver 24 hour, seven day a week support to NSW TrainLink customers and staff, providing up-to-the minute travel information for the Central Coast, Hunter and the state's North and North West regions. It can also deal swiftly with safety or service incidents on the network. This is the first ever dedicated centre of its kind for the State's regional train customers.

Previously, Emergency Help Points and CCTV were monitored from Sydney and were designed to respond to specific incidents rather than provide customer and staff information. The Centre is able to give real-time service updates to customers via station speaker systems and help points to respond to those customers with questions or safety concerns. The new centre is a smarter and safer way of working and means our train customers know they are being looked after by a team of regional staff located closer to them.

An expansion of the service is planned to monitor 13 major regional stations including Armidale, Casino, Coffs Harbour, Gloucester, Grafton, Gunnedah, Kempsey, Moree, Murwillumbah, Narrabri, Tamworth, Taree and Wauchope.

Cleaning

In November 2014 GJK Facilities Services (GJK) were awarded the contract for cleaning all intercity trains. This is the first time train cleaning has been outsourced.

Since the contract started, GJK has consistently met its performance and cleaning standards.

A Cleaning Improvement Plan (CIP) was launched in 2014-15. This involved working closely with Sydney Trains' Fleet Maintenance to implement sustainable cleaning improvements with a particular focus on graffiti removal and toilets.

An important part of the CIP was the Station Deep Cleaning Program. In 2014-15, under the program, 84 stations and 127 carriages have been deep cleaned, improving overall cleanliness of NSW stations and trains.

As part of the Newcastle truncation, new turnaround cleaning procedures were developed and implemented. The train schedule after truncation means that trains arriving at Hamilton are on the platforms for only three minutes. The new procedures have introduced an improved standard of cleanliness on the Central Coast and Newcastle services.

Events

November 2014 saw the first visit from an Indian Prime Minister to Australia in 30 years. NSW TrainLink supported this event by putting on a dedicated *'Modi Express'* train for 220 passengers travelling from Melbourne to Sydney to attend a speaking event by Prime Minister Narendra Modi. The train was decorated with India's tri-colour balloons and posters of both the Prime Minister and famous Indian landmarks.

NSW TrainLink supported the Parkes Elvis Festival in January 2015 with entertainment provided on board the *'Elvis Express'* at Central Station prior to departure. This event continues to attract loyal and energetic fan base and significant media coverage.

4.1.4 Reliability

Strategies to improve the reliability of Regional services resulted in a marked improvement in punctuality. While Regional punctuality met the target of 78 per cent in seven months of the year, it is not yet consistently on target. The result of 77.4 per cent for the past year represents a 3.9 per cent improvement on last year's result of 73.5 per cent.

Regional performance by service line compared to 2013-14 highlights improvements:

- Broken Hill 91% (↑11% on last year)
- Canberra 85% (↑9% on last year)
- Moree 79% (↑8% on last year)
- Dubbo 76% (↑6% on last year)
- Armidale 73% (↑4% on last year)
- Griffith 86% (↑3% on last year)
- Melbourne 65% (↑2% on last year)
- Grafton 90% (↑1% on last year)
- Casino 79% (↓3% on last year)
- Brisbane 67% (↓6% on last year)

Intercity peak[18] punctuality for 2014-15 was 87.4 per cent, a 1.9 per cent decline on last year's result of 89.3 per cent, mainly due to mechanical failure issues and priority given to other services.

Intercity punctuality performance by service line fell compared to 2013-14:

- Southern Highlands 66% (↓3% on last year)
- Blue Mountains 88% (↓2% on last year)
- South Coast 89% (↓2% on last year)
- Newcastle/Hunter 86% (↓2% on last year)
- Newcastle/Central Coast 87% (↓1% on last year)

During 2014/15 New South Wales experienced some significant weather events including snow, heavy rain resulting in flooding, lightning strikes and strong winds, as well as some infrastructure and rolling stock issues, which affected our ability to run our services as scheduled. A Reliability Improvement Plan was implemented to identify systemic improvements to lift punctuality. A number of initiatives were put in place including:

- Operating low demand services with five cars to improve service recovery times on *XPT* services
- Canberra Travel Centre staff were upskilled to perform Passenger Service Supervisor Right of Way functions
- Regular reliability meetings with fleet maintenance centres highlighted improvements required for the *XPLORER* fleet
- Standard operating contingency plans were developed to mitigate delays during degraded operations
- Train control protocols at key junction stations were developed to give guidance for priority on NSW TrainLink services.
- Maintenance crews at Moss Vale.

4.1.5 New Rolling Stock Investment

The NSW Government continues to work towards the procurement of the next-generation fleet for Intercity rail customers on the South Coast, Blue Mountains and Central Coast and Newcastle lines. Around 520 carriages are expected to be progressively delivered from 2019 through to 2024. The new trains will be accessible, provide an appealing environment and improved comfort and reliability for customers travelling longer distances.

The NSW Government called for expressions of interest from established train manufacturers to supply and maintain the new trains in 2014 and the short list for tender was announced after the reporting period ended, on 4 September 2015.

4.1.6 Rebranding

The station rebranding process began which included the removal of CountryLink signage and the installation of NSW TrainLink signage across the network. This work provides greater visibility of our brand to customers and involved direct engagement of the Department of Housing and Public Works.

[18] Peak hour services are defined as those arriving in the Sydney CBD between 6.00am and 10.00am and those departing the Sydney CBD between 3.00pm and 7.00pm from Monday to Friday. The target is for at least 92 per cent of peak services arrive within six minutes for intercity services; in line with interstate and international benchmarks.

Coach livery and coach stop rebranding was a collaborative effort between NSW Trains, Transport for NSW and coach operators. Both projects resulted in the expansion of the NSW TrainLink brand across the network and the delivery of a greater focus on the agency in regional NSW, Victoria, Queensland and the ACT.

4.1.7 Safety and Security

Safety and security on stations, coach stops and onboard is critical for NSW TrainLink customers and staff. In 2014-15 NSW TrainLink focused on improving performance through safety management strategies and training for staff, increased security presence on stations and onboard and using technology as a deterrent to risks such as anti-social behaviour.

4.1.8 Safety Performance

Safety management and staff training strategies have led to a strong improvement in safety performance in 2014-15.

The key indicator for employee safety is the Lost Time Injury Frequency Rate (LTIFR), a measure of the number of injuries resulting in time lost from work, per million hours worked.

NSW Trains' total LTIFR (physical and trauma-related lost time) improved in 2014-15, with a 14 per cent decrease from the previous year.

Lost Time Injury Frequency Rate	2013-14	2014-15	Change
LTIFR – physical injuries	18.70	15.60	-17%
LTIFR – trauma related injuries	14.62	13.41	-8%
LTIFR – physical, trauma & psychological Injuries	33.62	29.01	-14%

Trauma related injuries are experienced predominantly by train crew upon witnessing fatalities and/or major injuries in the course of their duties. Sixteen (16) fatalities were reported in the period as a result of people being struck by trains.

A partial derailment of an *XPT* occurred in Melbourne in July 2014. The cause was identified as a track configuration error associated with a newly commissioned section of track, for which NSW Trains had no direct control.

NSW Trains saw a 30 per cent reduction in SPADs (Signal Passed at Danger) in the period, signalling improvements in professional driving standards.

4.1.9 Target Zero

Target Zero is a behavioural change program designed to raise safety awareness and change safety behaviours. It is based on the belief that ***'All incidents are preventable'***. During the past year 594 staff attended Target Zero courses, including a two day workshop for managers, and a one day workshop for team members.

Target Zero *Safety Moment Cards* were distributed during 2014-15. The purpose of these cards is to encourage staff to spend a few minutes talking about safety at the start of every meeting. Each card provides an interesting fact to set the context and the second part has a question or short exercise to get meeting attendees thinking and talking about safety.

4.1.10 Self-Insurer's Licence

WorkCover conducted a self-insurer's audit of NSW Trains in September 2014. The audit was conducted using the *National self-insurer OHS Audit Tool* (NAT), under which a self-insurer

must be able to demonstrate that its Safety Management System is operating at an acceptable level in each of the categories selected for audit.

NSW Trains was able to demonstrate compliance above the required 75 per cent score for both audit categories, Risk Management and Measurement-Evaluation-Review, and was granted a licence under section 211 of the *Workers Compensation Act 1987* (NSW) for a period of three years commencing 31 December 2014.

4.1.11 Safety Management System Continuous Improvement

In line with legislated Rail Safety and Work Health and Safety requirements, NSW Trains has continued to review and refine its Safety Management System. Specific aspects include safety and environmental assurance for change projects, rail safety interface management and revision of the organisation's risk ranking table to improve alignment with the organisation's size and objectives.

4.1.12 Risk Management

A significant component of safety within NSW Trains is the effective management of risk. In the period, risk registers have been developed and consolidated within each Directorate along with an all of business corporate risk register. Periodic monitoring and review of the registers and the associated risks is now part of business as usual.

The Safety Risk Register, an integral part of the organisation's rail safety accreditation continued to evolve and mature as new hazards, causes and controls were added and reviewed in light of operational events, risk assessments and investigation findings.

4.1.13 Environment

Greenhouse gas emissions arise predominantly from the use of diesel fuel and electricity to provide NSW TrainLink services across NSW, and into Queensland, Victoria and the ACT. Total emissions were 224,767 tonnes Co2-eq which represents a 5 per cent increase.

Rail electricity is apportioned between Sydney Trains and NSW Trains, based on kilometre use.

4.1.14 Platform-Train Interface

NSW Trains continues to work on solutions to the mitigate risks associated with short platforms, where the length of the train is longer than the length of the platform, on the NSW TrainLink network.

Technology

Two out of three phases of a trial of selective door opening on the *V set* fleet (where only doors beside the platform open) are complete and have shown promising results.

All of the newer trains in the NSW TrainLink fleet have automated announcements and selective door opening.

Announcements

Guards continue to be trained and reminded of the importance of short platform announcements. Guard announcements are tracked regularly for management review and the identification of problem areas.

4.1.15 Anti-Social Behaviour

Anti-social behaviour is the most significant single risk to which staff and customers are exposed. Following a number of significant events, a review of the organisation's exposure to anti-social behaviour was conducted to ascertain causes, triggers, behaviours and consequences of anti-social behaviour. The review identified a range of opportunities to reduce customer exposure and improve the customer experience, including:

- Improved training for onboard staff on positive customer interactions
- Increased installation of CCTV and Help Points at stations
- Trial of personal safety cameras for onboard staff
- Increased onboard security presence.

4.1.16 Level Crossings

Level crossings remain an area of safety concern for NSW Trains, especially the level of irresponsible behaviour by some road users and the high level of pedestrian violations at certain locations on the South Coast and in the Newcastle area.

NSW Trains maintained active involvement in awareness, improvement and enforcement programs being administered by Transport for NSW to provide frontline input on decisions on the allocation of resources to address these issues.

4.1.17 Health and Wellness

NSW Trains ran a range of health and wellness programs for its employees throughout the year, including:

- Health fairs
- Flu vaccinations
- Mental health seminars
- Health on Track

In addition, encouragement was given to employees participating in the annual *City2Surf* and the Sydney Chinese New Year Festival *Dragon Boat Race*.

4.2 Engaged Workforce

NSW TrainLink understands that to deliver a better customer experience and grow patronage it must have staff with the right skills and behaviours who can work together as one team. Staff need to be supported with the right tools to be successful. In 2014-15, NSW TrainLink listened to staff and implemented staff survey action plans, invested in staff through leadership development, recognised good performance and promoted teamwork and diversity within the workplace.

4.2.1 Engagement

NSW TrainLink continues a major commitment to capturing feedback from its staff through the annual *Employee Pulse Check* and the follow up action planning. Organisation wide and team specific action plans were developed following feedback captured through the 2014 survey. Key actions undertaken in the past year included:

- Our *Recognition @ NSW TrainLink* program, recognising 32 individuals and 9 teams through Quarterly awards, providing 59 'On the Spot' awards and over 250 thank you phone calls made by our Executive; and Long Service awards for 37 long standing team members.
- Leadership development being undertaken by all levels of leadership with over 100 leaders participating in formal development programs.
- Health fairs and Rail Safety week.

The 2015 Employee Pulse check had an increase in participation rate from 50 per cent in 2014 to 61 per cent in 2015. The key strengths identified for 2015 included 'being there' for our customers and working with our immediate team. Opportunities included communication and listening to frontline team members, working as one team and working through change. Action plans will again be developed and delivered in response to the feedback provided.

4.2.2 Diversity and Inclusion

NSW Trains continues to align to and support the Transport Cluster's commitment to promoting the value of diversity and inclusion. Diversity metrics have been included in engagement data and talent identification. Succession plans have been developed to identify opportunities to promote and further build a diverse workforce, with a particular focus on opportunities to develop the number of women in leadership roles. NSW Trains is an active ally of the Lesbian, Gay, Bi-Sexual, Transgender and Intersex (LGBTI) community, hosting the Employee Resource Group and supporting key events including World AIDS Day, Mardi Gras and the International Day Against Homophobia and Transphobia. It also supports and participates in inclusion opportunities and events including Reconciliation Day, Harmony Day, Diwali and International Women's Day.

4.2.3 Support

Delivering Trauma Support

NSW TrainLink has developed a holistic trauma management framework and program aimed at reducing the effect of trauma where possible. The framework applies an effective approach to responding to trauma during any incidents and extending the required care to our team members post-incident.

NSW TrainLink partnered with a number of specialist external organisations to support the design of the capability development programs including *TrackSafe* and *Black Dog* to ensure the quality and relevance of the training. As part of this approach more than 140 people leaders and those in a position to provide first response post an incident have completed the *TrackSafe Providing Support After Trauma Program*. Additional planned training will include programs aimed at identifying those that may be at risk and building individual skills and resilience to cope with trauma.

Employee Health Fairs

Employees were offered a 15 minute consultation with a qualified health professional where they had the opportunity to have their health checked. The consultation includes some practical tips to help employees make positive changes to their health and lifestyle.

4.2.4 Events Teamwork

Storms

In April, NSW experienced 'once in a decade' storms which tested the network and staff.

Flooding, landslides, fallen trees and a yacht mast tangled in overhead wiring severely affected our ability to run our scheduled services. The worst damage was in the Newcastle and Hunter regions, but there were issues right across the Regional and Intercity networks.

Maitland Station – Flooded

Hunter Line North of Maitland towards Dungog

and staff safe and the network moving. Extra staff were brought in to help keep the trains and coaches running and to return services to normal as soon as possible.

Infrastructure repairs in the Hunter were undertaken by the Australian Rail Track Corporation and services on that line were returned to normal in mid-May.

Diwali – Festival of Lights

In October 2014, the NSW TrainLink Central and West team hosted a Diwali Lunch at Central Station. Diwali is an ancient Hindu festival celebrated in autumn (northern hemisphere) every year. Diwali is the biggest and the brightest festival in India and signifies the victory of light over darkness. Diwali was an opportunity for staff to come together and demonstrate our respect for all cultures.

Regional General Manager Central and West Samantha Hudson, Sydney Trains CE Howard Collins, Administration Support Officer Priti Munsif, NSW Trains Director Finance and IT Ross Pedley, NSW Trains CE Rob Mason, Crew Assignment Officer Rajinder Kumar

Rail Careers Week

In September 2014, the Australasian Railway Association launched the inaugural *Rail Careers Week* at Central Station, Platform 1.

Rail Careers Week is about celebrating the diverse and interesting careers on offer in the rail industry.

The theme was ‘A Network of Opportunities’ and organisations from around Australia held various events and activities which offered career seekers an insight into the rail industry and the variety of careers available.

4.3 Cost Effective Service Delivery

NSW TrainLink aims to provide value for money for customers, the community and government. In 2014-15, NSW TrainLink focused on providing cost effective service delivery through improved capacity, improved cleaning performance, new catering arrangements and improved procurement processes.

4.3.1 Capacity Improvement

Customers travelling between Kiama and Bomaderry from December benefited from increased capacity on *Endeavour* trains. The two car *Endeavour* train was increased by an additional two carriages to cater for customers travelling during the holiday season.

4.3.2 Regional Reliability

Working in collaboration with Australian Rail Track Corporation (ARTC) on its track maintenance program has resulted in a number of temporary speed restrictions being eliminated, improving reliability and punctuality for NSW TrainLink customers on the Southern Line.

4.3.3 Cleaning Performance

Improved visibility and oversight of cleaning performance was achieved through the new cleaning contract. The new arrangements include a comprehensive list of key performance indicators that have resulted in improved cleanliness of the fleet and greater clarity in quality expectations with the Sydney Trains Fleet Maintenance Division.

The outsourced contractor is providing quality service delivery and the customer response has been positive.

4.3.4 Catering

A new catering contract for long distance services is being finalised. NSW TrainLink is confident that the new menu will present better products for customers.

4.3.5 Procurement

During the year, the Contracts and Procurement team of NSW Trains was awarded the Chartered Institute of Procurement and Supply (CIPS) Corporate Ethics Mark, the first public organisation in Australia to receive such an award.

The team has also embarked on a wide-ranging review of its processes and service delivery to its customers and stakeholders. In addition, the Contracts and Procurement team will undergo a formal accreditation review that will cement the team as a critical element in the evolution of NSW Trains. The Accreditation process will examine the existing policy and procedural aspects in addition to the base knowledge of the team and its overall preparedness to address the future procurement goals of NSW Trains.

4.4 Transport Cluster Outcomes

In 2014-15, NSW TrainLink continued to work closely with the Transport Cluster to deliver improved customer outcomes such as improved access to information for customers through web enhancements and the Transport Customer Service Centre.

4.4.1 Opal Card

During 2014-15 the Opal Card was extended to include more customer segments: Adult, Child/Youth, Senior/Pensioner and Concession Opal cards are now available to customers. NSW TrainLink worked cooperatively with Transport for NSW to manage the transition and minimise the impact to customers and services.

4.4.2 Newcastle Truncation

In early 2014 the NSW Government announced plans to build a new transport interchange at Wickham, west of Stewart Avenue. The construction of a fully-accessible transport interchange at Wickham will enable customers to easily connect with trains, light rail, regional buses, taxis and cars. A key component of this work included truncation of the heavy rail line to the west of Stewart Avenue, Wickham, which was completed in the past year.

Within the first week of operation, 92 per cent of trains were on time and, in the first six months since the truncation of the heavy rail line at Hamilton Station, the operating of the truncation timetable had not had a significant impact on customer service or reliability.

NSW TrainLink continues to work with the Transport Cluster, contractors and the community towards the permanent Wickham Transport Interchange and new stabling facilities.

4.4.3 Daily Operations Continuity Centre

The Daily Operations Continuity Centre (DOCC) sits within the Sydney Trains Rail Management Centre (RMC). The DOCC is the name given to the NSW TrainLink operational staff located in the RMC. The name came into being to differentiate our operations teams based in the RMC from the Sydney Trains teams who are also based there. The name reflects the core duties of our teams in the RMC who provide continuous operations coordination and support for our customers.

In July 2014 the DOCC was fully refurbished to expand capacity and the overall size of the NSW TrainLink presence in the RMC. The number of NSW TrainLink staff located in the RMC has almost doubled. The Customer Support Group (CSG) relocated to the DOCC facility to streamline communications between CSG and DOCC teams with the aim of providing better information for customers.

4.4.4 Digital Communications

Throughout 2014-15 improvements were made to the NSW TrainLink website to enhance the customer experience and develop the internet as a promotional channel. The homepage and maps were simplified to make them easier for customers to use. A new partnership with Destination NSW included the addition of automated up-to-date regional and event based information on the NSW TrainLink website.

Social media links were added to encourage customers to use NSW TrainLink Facebook and Twitter pages for additional up-to-date information.

Enhancements were made to website pages to improve Google search rankings and ensure promotions are visible amongst the top three placements.

The quarterly electronic newsletter for NSW TrainLink *Connections* was launched in August 2014 and distributed to more than 17,000 customers. New customers are now able to subscribe to the newsletter via the website and the reservation system.

In June 2015 regional services were added to *Trip Planner* on the Transport for NSW website. Customers are now able to plan their end-to-end journey using any mode of public transport within NSW. Further enhancements are planned, including integrating Regional service alerts and trackwork, for launch in late 2015.

NSW TrainLink Intercity customers can find information on our services online at: TransportNSW.info or SydneyTrains.info. Regional customers can book or find information on any of the 97 daily NSW TrainLink train and coach services on the nswtrainlink.info website.

4.4.5 Transport Customer Service Centre at Central Station

The Transport Customer Service Centre was opened on 29 June 2015 on the Grand Concourse at Central Station. It offers customers multi-modal travel information, special event information, Opal card sales and top-up – all within a purpose built, contemporary customer service environment.

Customers can also charge their mobile phones at charging stations, use free WiFi, pick up brochures and browse a display of transport branded merchandise.

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Appendix 1: Access for customers

5.1.1 Contact

Listening to customers helps NSW TrainLink to develop initiatives to improve the customer experience. Cleaning scores and customer satisfaction survey results also provide important information about how we are performing.

Customers are able to lodge feedback using a variety of methods including:

- calling the 24-hour Transport Info 131 500
- visiting www.transportnsw.info or www.nswtrainlink.info
- calling 13 OPAL (13 6725) for Opal-specific feedback
- writing to the Chief Executive, NSW Trains or NSW TrainLink Customer Relations.

NSW Trains is a NSW Government Agency. The Principal Office is located at 470 Pitt Street Sydney 2000, telephone 1300 038 500.

5.1.2 Disability Inclusion Plan

In the past year NSW TrainLink worked with Transport for NSW and key disability organisations and stakeholders to develop the *NSW TrainLink Diversity and Inclusion Plan 2015-19*. The plan is aligned to the *Transport for NSW Disability Action Plan 2012 – 2017* and the *Transport for NSW Diversity & Inclusion Plan 2014 – 2019*. The *NSW TrainLink Diversity and Inclusion Plan* outlines a framework which focuses on embedding accessibility into our strategy, business and people practices and influencing our partners to deliver accessible service on our behalf.

Transport for NSW administers the Transport Access Program (TAP) to improve accessibility at stations throughout the NSW TrainLink and Sydney Trains networks.

The TAP has a number of sub programs that provided new infrastructure in various combinations across 31 NSW TrainLink locations:

- Rural and Regional Interchange upgrades
- Easy Access upgrades
- Commuter car parking
- Canopies
- Park and Travel Safety/ Minor Works and Safety
- Family Accessible Toilets.

Appendix 2: Financial and Asset Management

5.2.1 Grants to non-government community organisations

In relation to the reporting requirement in Premier's Memorandum 1991-34:

NSW Trains did not grant any funds to non-government community organisations during the year.

5.2.2 Consultants

Consultants are reported in accordance with the requirement in Premier's Memorandum 2002-07

Consultant	Project	Cost $
Contracts of $50,000 or more		
Organisational review		
PricewaterhouseCoopers	Customer strategy advice	211,728
Ernst & Young	The establishment of the Program Management office	926,310
Management Services		
Indec Consulting	Review of timetable strategy	152,831
Total contracts of $50,000 or more	3 contracts	**1,290,869**
Total contracts of less than $50,000	Nil contracts	**–**
Total expenditure in 2014-15		**1,290,869**

5.2.3 Payment of Accounts

In accordance with the requirements of the Annual Reports (Statutory Bodies) Regulation 2010 (NSW), performance in paying trade creditors accounts during the year is reported below.

Amounts unpaid at end of quarter ($M)

Quarter	Current	<30 days	30-60 days	60-90 days	>90 days
Sept 14Q	0.4	0.0	0.0	0.0	0.0
Dec 14Q	2.2	0.1	0.0	0.0	0.0
Mar 15Q	0.6	0.1	0.0	0.0	0.0
Jun 15Q	2.9	0.3	0.4	0.0	0.0

Amounts unpaid small business suppliers at end of quarter ($M)

Quarter	Current	<30 days	30-60 days	60-90 days	>90 days
Sept 14Q	0.0	0.0	0.0	0.0	0.0
Dec 14Q	0.2	0.0	0.0	0.0	0.0
Mar 15Q	0.0	0.0	0.0	0.0	0.0
Jun 15Q	0.0	0.0	0.0	0.0	0.0

Payments to NSW Trains suppliers are made by Transport Shared Services.

5.2.4 Time for payment of accounts

There were no penalty interest payments made under clause 13(3) of the *Public Finance and Audit Regulation 2010* (NSW).

Performance in paying accounts

Measure	Sept 14 Qtr	Dec 14 Qtr	Mar 15 Qtr	Jun 15 Qtr
Number of accounts due for payment	2,914	3,170	3,484	3,441
Number of accounts paid on time	2,506	2,986	3,074	3,213
Actual % accounts paid on time	86.0%	94.2%	88.2%	93.4%
$ amount of accounts due for payment	$148,747,854	$149,134,690	$138,206,194	$148,256,124
$ amount of accounts paid on time	$139,798,127	$139,457,379	$135,176,338	$145,564,885
Actual % accounts paid on time (based on $)	94.0%	93.5%	97.8%	98.2%
Number of payments for interest	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

Performance in paying small business accounts

Measure	Sept 14 Qtr	Dec 14 Qtr	Mar 15 Qtr	Jun 15 Qtr
Number of accounts due for payment	6	10	21	23
Number of accounts paid on time	6	10	21	23
Actual % accounts paid on time	100.0%	100.0%	100.0%	100.0%
$ amount of accounts due for payment	$502,153	$499,496	$482,247	$532,555
$ amount of accounts paid on time	$502,153	$499,496	$482,247	$532,555
Actual % accounts paid on time (based on $)	100.0%	100.0%	100.0%	100.0%
Number of payments for interest	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

5.2.5 Implementation of price determination

NSW TrainLink Intercity service maximum fares are determined by the Independent Pricing and Regulatory Tribunal (IPART). The fares are set by Transport for NSW.

5.2.6 Internal Audit and Risk Management Policy Attestation

I, Rob Mason, am of the opinion that NSW Trains has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08: *Internal Audit and Risk Management Policy*.

I, Rob Mason, am of the opinion that the Audit and Risk Committee for NSW Trains is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08.

The Chair and Members of the Audit and Risk Committee

Name	Position	Start Term Date	Finish Term Date
Peter Mayers	Independent Chair	6 November 2013	5 November 2016
David Antaw	Independent Member 1	6 November 2013	5 November 2015
Shirley Liew	Independent Member 2	11 November 2013	10 November 2015

These processes provide a level of assurance that enables senior the management of NSW Trains to understand, manage and satisfactorily control risk exposures.

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.

Rob Mason
Chief Executive 27 July 2014

5.2.7 Risk management and insurance activities

NSW Trains has a comprehensive tailored insurance program in place as part of its risk management strategy.

The insurance program is to be reviewed annually to protect against insurable risks. These risks could affect:

- Operations.
- Liabilities to third parties.
- Existing assets and those under construction.

NSW Trains transfers insurable risks by purchasing insurance through the commercial insurance market with established and financially stable insurers.

5.2.8 Land disposal

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

5.2.9 Disclosure of Controlled Entities

NSW Trains had nil Controlled Entities during the past financial year.

5.2.10 Disclosure of Subsidiaries

NSW Trains had nil Subsidiaries during the past financial year.

5.2.11 Investment management performance

NSW Trains holds nil investments with TCorp, the central borrowing authority for the State of New South Wales.

5.2.12 Liability management performance

In accordance with *Treasury Circular 09/07*, as NSW Trains had less than $20 million debt at 30 June 2015, it is not required to report on liability management performance.

5.2.13 Credit Card Certification

Credit card use in NSW Trains has been in accordance with the requirements of the Premier's Memorandum and the Treasurer's Directions

5.2.14 Capital Works

NSW TrainLink total capital investment in FY 2015 was $4.38 million including $1.4 million of capital works on RailCorp assets.

NSW TrainLink has capital works completed and in progress as at 30 June 2015 including the following:

Capital Projects	Cost to date ($ m)	Forecast Completion (year)
Various capital projects including Regional Refurbishments; Rebranding; Regional Customer Service Centres & Regional CCTV	4.89 #	various

Note: # Cost to date = Capital spend over FY 2014 and FY 2015

5.2.15 Response to Matters Raised by the Auditor-General

Last year, the Auditor-General raised the Capital Structure Review as a significant audit matter in the Statutory Audit Report. In particular, the Audit Office noted that the capital structure for NSW Trains had not yet been finalised and the interim arrangements created an uncertainty for NSW Trains and the need to demonstrate it is a going concern.

In response:

- The capital structure review was finalised in June 2015
- The Minister approved the transfer of equity by way of a receivable from RailCorp NSW to Trains via vesting orders on 19 June 2015.
- The equity transfer was subsequently cash backed by July 2015 which resulted in an improved working capital position for the entity.

Appendix 3: People

5.3.1 Human resources

Industrial Relations legislation, awards and agreements

A new NSW TrainLink Enterprise Agreement was approved by the Fair Work Commission, effective 14 October 2014. The nominal expiry date of the Agreement is 30 September 2017.

Terms and conditions of employment of NSW Trains' employees are governed by:

- Executive contracts
- Fair Work Act 2009 (Commonwealth)
- NSW Trains Enterprise Agreement 2014

Human Resources policies and practices

A number of new human resources initiatives, policies and procedures were implemented in 2014-15 to support NSW Trains management and employees, including:

- Leadership development programs
- Technical competency based programs
- Customer Relationship programs
- Providing Trauma Support workshops
- Transport Code of Conduct
- Transport for NSW Cluster policies:
    - Prevention and Management of Bullying and Harassment
    - Discrimination Free Workplace
    - Conflicts of Interest
    - Diversity and Inclusion
    - A new online hub for employee self-services and people management tools.

Headcount as at 30 June 2015

Workforce by Directorate	Headcount
Customer Service Delivery	1953
Engineering and SEQR	16
Business Development	13
Finance and IT	20
People and Corporate Services	14
Total headcount*	**2017**

Source: Transport Shared Services HR Reports

** Total headcount excludes 47 Senior Service employees who are substantively employed by Transport for NSW, and Transport for NSW vested employees: Human Resources Business Partners and Organisational Development.*

5.3.2 Workplace health and safety

NSW Trains is a self-insurer under the *Workers Compensation Act 1987* (NSW), all workers compensation claims are managed through Transport Shared Services:

- Total claims received 186
- Number of Claims Accepted 168
  (where weekly benefits were paid against the claim)
- Number of new Lost Time Injuries 106

The Average cost of claims was $ 5771.27

NSW Trains incurred no WorkCover prosecutions during the 2014-15 year.

NSW Trains ran comprehensive health and wellness programs for its employees throughout the year.

5.3.3 Senior executives

Senior Service officers accounted for 1.4 per cent of the Total Employee related expenditure. (1.6 per cent in 2013-14).

NSW Trains – Senior Service levels 2 to 6

Pay scale group	Female	Male	Grand total	Average total remuneration package
Senior Service 2	4	2	6	$234,226
Senior Service 3		1	1	$276,732
Senior Service 4		1	1	$365,495
Senior Service 5		1	1	$407,265
Senior Service 6		2	2	$456,234
Grand total	**4**	**7**	**11**	**$306,120**

Source: Transport for NSW Senior Service Contracts and Remuneration

5.3.4 Overseas visits

One overseas visit was approved by the Minister in the past year for travel and accommodation for three members of the Safety, Environment, Quality and Risk team to Auckland, New Zealand at a cost of $3063.75.

Date	Destination	Purpose of travel	Officers
2-4 June 2015	Auckland New Zealand	Meet with Transdev – Auckland Railways to review Personal Worn Safety Cameras	Brian Sharp, Director Engineering and SEQR Shaun Correy, Program Manager Robyn Franks, Passenger Services Supervisor

5.3.5 Agreements with Multicultural NSW

There were no agreements required.

5.3.6 Workforce diversity

Trends in the representation and distribution of workforce diversity groups appear below. Note that as NSW Trains was established on 1 July 2013 it now has two years of data.

Trends in the Representation of Workforce Diversity Groups

Workforce Diversity Group	Benchmark/Target	2013	2014	2015
Women	**50%**	N/A	23.8%	24.1%
Aboriginal People and Torres Strait Islanders	**2.6%**	N/A	1.4%	1.5%
People whose First Language Spoken as a Child was not English	**19.0%**	N/A	3.9%	4.6%
People with a Disability	**N/A**	N/A	2.7%	2.6%

Workforce Diversity Group	Benchmark/Target	2013	2014	2015
People with a Disability Requiring Work-Related Adjustment	**1.5%**	N/A	1.3%	1.2%

Trends in the Distribution of Workforce Diversity Groups

Workforce Diversity Group	Benchmark/Target	2013	2014	2015
Women	**100**	N/A	86	89
Aboriginal People and Torres Strait Islanders	**100**	N/A	83	81
People whose First Language Spoken as a Child was not English	**100**	N/A	109	103
People with a Disability	**100**	N/A	92	93
People with a Disability Requiring Work-Related Adjustment	**100**	N/A	88	90

Source: NSW Public Service Commission

Note 1: *A Distribution Index of 100 indicates that the centre of the distribution of the Workforce Diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the Workforce Diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the Workforce Diversity group is less concentrated at lower salary levels.*

Note 2: *The Distribution Index is not calculated where Workforce Diversity group or non-Workforce Diversity group numbers are less than 20.*

5.3.7 Multicultural Policies and Services Program

NSW Trains continues to align to and support the Transport Cluster's commitment to promoting the value of diversity and inclusion. Diversity metrics have been included in both the engagement data and talent identification and succession plans to identify opportunities to promote and further build a diverse workforce.

NSW Trains celebrated and participated in numerous events in 2014-15 including Harmony Day, Diwali and NAIDOC Week.

NSW Trains is committed to developing its multicultural credentials further in 2015-16 through its Diversity and Inclusion Plan and strategic workforce planning activities. NSW TrainLink aims to build stronger relationships with communities across its network to better understand their needs and work more closely with culturally diverse stakeholder groups.

Appendix 4: Government Information and Disclosures

5.4.1 Changes in Acts and subordinate legislation

NSW Trains is not responsible for the administration of any Acts or subordinate legislation.

5.4.2 Exemptions

NSW Trains neither sought nor received any reporting exemptions under the Annual Reporting provisions of the *Annual Reports (Statutory Bodies) Regulation 2010*.

5.4.3 Research and development

During the 2014-15 financial year, NSW Trains did not undertake any external studies.

5.4.4 Digital Information Security Policy Attestation

I, Rob Mason, Chief Executive of NSW Trains, am of the opinion that NSW Trains had an Information Security Management System in place during the financial year being reported on consistent with the Core Requirements set out in the *Digital Information Security Policy for the NSW Public Sector*.

I, Rob Mason, Chief Executive of NSW Trains, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of NSW Trains are in most cases adequate for the foreseeable future.

I, Rob Mason, Chief Executive of NSW Trains, am of the opinion that, where necessary in accordance with the Digital Information Security Policy for the NSW Public Sector, certified compliance with *AS/NZS ISO/IEC 27001 Information technology – Security techniques – Information security management systems – Requirements* had been maintained by all or part of NSW Trains and all or part of any Public Sector Agencies under its control.

Rob Mason
Chief Executive

13 August 2015

5.4.5 Government Information (Public Access) Act 2009 (GIPA Act)

(GIPA Act)

Under section 125(1) of the *Government Information (Public Access) Act 2009* (NSW), NSW Trains is required to report annually on details and outcomes of access applications received. Fifteen (15) applications were received: one was withdrawn, none were invalid, none were determined to have any public interest against disclosure, and all were granted access where the information requested was held by NSW Trains.

Formal Requests

NSW Trains received six formal requests for information under the GIPA Act. All formal access determinations were decided within the statutory or agreed timeframes and full access was granted where the information was found to be held by NSW Trains.

Informal requests

Nine informal requests for information were received. Where the requested information was held by NSW Trains access was granted in full to the applicant.

5.4.6 Privacy and Personal Information Protection Act 1998 (PPIPA)

The nominated Privacy Officer continued to act as a focal point for all matters related to privacy and the handling of personal and health information, including conducting internal reviews into possible breaches of the *Privacy and Personal Information Protection Act 1998* (NSW) and the *Health Records and Information Privacy Act 2002* (NSW).

As at 30 June 2015, no privacy complaint or other request for internal review of NSW Trains' conduct had been received by the Privacy Officer.

5.4.7 Public Interest Disclosures Act 1994 (PID Act)

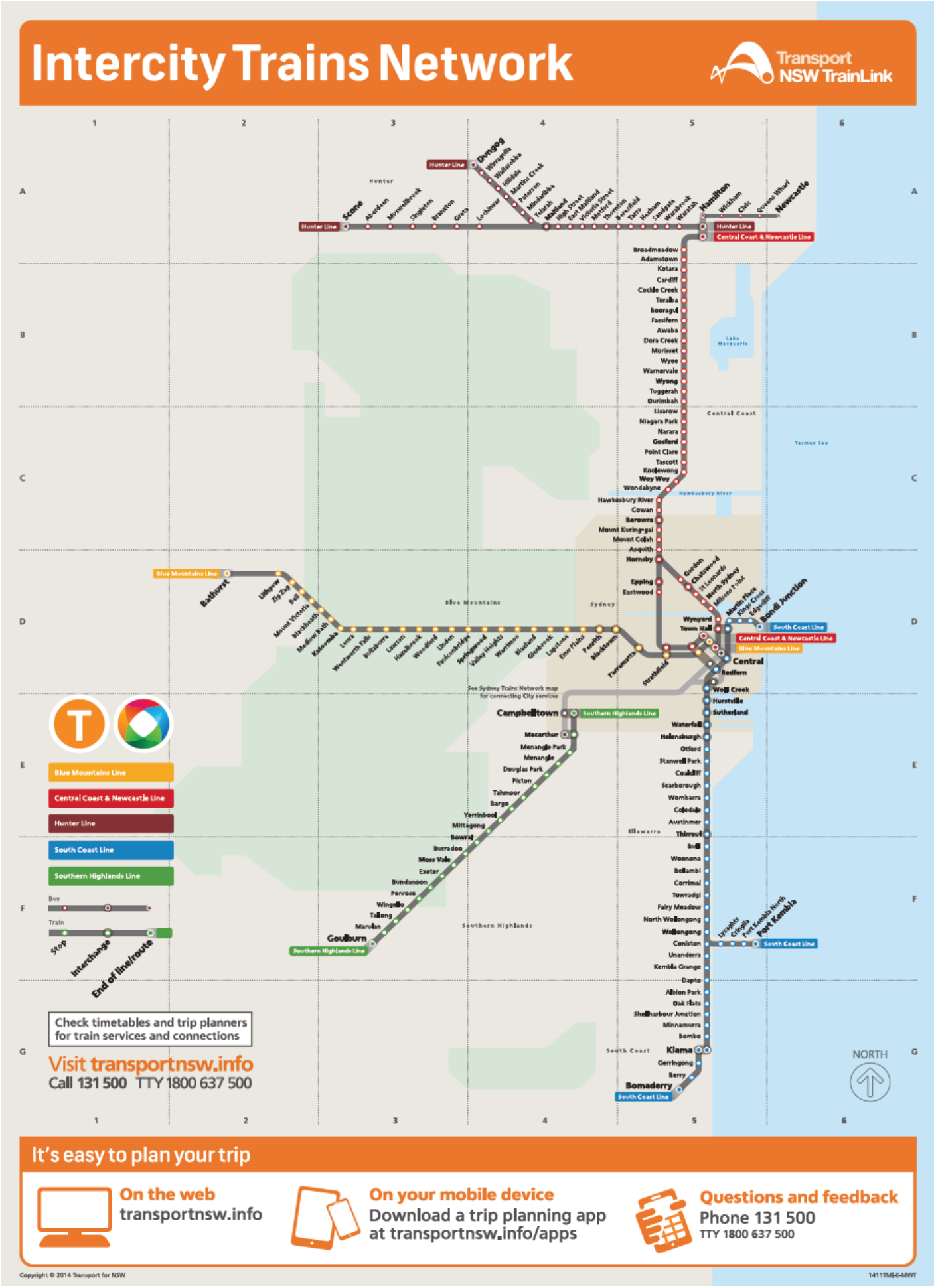
All Public Interest Disclosures (PID) received by NSW Trains during 2014-15 were presented to the Ombudsman.

NSW Trains met its staff awareness responsibilities under s6E(1)(b) of the *PID Act* including:

- PID information contained in Policy & Procedures
- Code of Conduct
- links contained on the NSW Trains intranet
- information communicated via briefing papers and staff communication

Public Interest Disclosures – 2014-15

Disclosures	2014-15
Number of public officials who have made a PID to the public authority	2
Number of PIDs received by the public authority in total	2
Number of PIDs received by the public authority relating to:	
• *Corrupt Conduct*	*2*
• *Maladministration*	*0*
• *Serious and substantial waste of public money*	*0*
• *Government information contravention*	*0*
Number of PIDs finalised	2
Whether the public authority has a PID Policy in place	Yes


Intercity Trains Network
Transport NSW TrainLink
Hunter Line
Scone
Aberdeen
Muswellbrook
Singleton
Branxton
Greta
Lochinvar
Dungog
Wirragulla
Wallarobba
Millers
Martins Creek
Paterson
Minmindabba
Telarah
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Metford
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Tarro
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Cockle Creek
Teralba
Booragul
Fassifern
Awaba
Dora Creek
Morisset
Wyee
Warnervale
Wyong
Tuggerah
Ourimbah
Lisarow
Niagara Park
Narara
Gosford
Point Clare
Tascott
Koolewong
Wey Way
Wondabyne
Hawkesbury River
Cowan
Berowra
Mount Kuring-gai
Mount Colah
Asquith
Hornsby
Central Coast
Lake Macquarie
Tasman Sea
Hawkesbury River
Blue Mountains Line
Bathurst
Lithgow
Zig Zag
Bell
Mount Victoria
Blackheath
Medlow Bath
Katoomba
Leura
Wentworth Falls
Bullaburra
Lawson
Hazelbrook
Woodford
Linden
Faulconbridge
Springwood
Valley Heights
Warrimoo
Blaxland
Glenbrook
Lapstone
Emu Plains
Penrith
Blacktown
Parramatta
Strathfield
Blue Mountains
Sydney
Gordon
Chatswood
St Leonards
North Sydney
Milsons Point
Martin Place
Kings Cross
Edgecliff
Bondi Junction
Epping
Eastwood
Wynyard
Town Hall
South Coast Line
Central Coast & Newcastle Line
Blue Mountains Line
Central
Redfern
Wolli Creek
Hurstville
Sutherland
See Sydney Trains Network map for connecting City services
Campbelltown
Southern Highlands Line
Macarthur
Menangle Park
Menangle
Douglas Park
Picton
Tahmoor
Bargo
Yerrinbool
Mittagong
Bowral
Burradoo
Moss Vale
Exeter
Bundanoon
Penrose
Wingello
Tallong
Marulan
Goulburn
Southern Highlands Line
Southern Highlands
Waterfall
Helensburgh
Otford
Stanwell Park
Coalcliff
Scarborough
Wombarra
Coledale
Austinmer
Illawarra
Thirroul
Bulli
Woonona
Bellambi
Corrimal
Towradgi
Fairy Meadow
North Wollongong
Wollongong
Coniston
Unanderra
Kembla Grange
Dapto
Albion Park
Oak Flats
Shellharbour Junction
Minnamurra
Bombo
South Coast
Kiama
Gerringong
Berry
Bomaderry
South Coast Line
Lysaghts
Cringila
Port Kembla North
Port Kembla
South Coast Line
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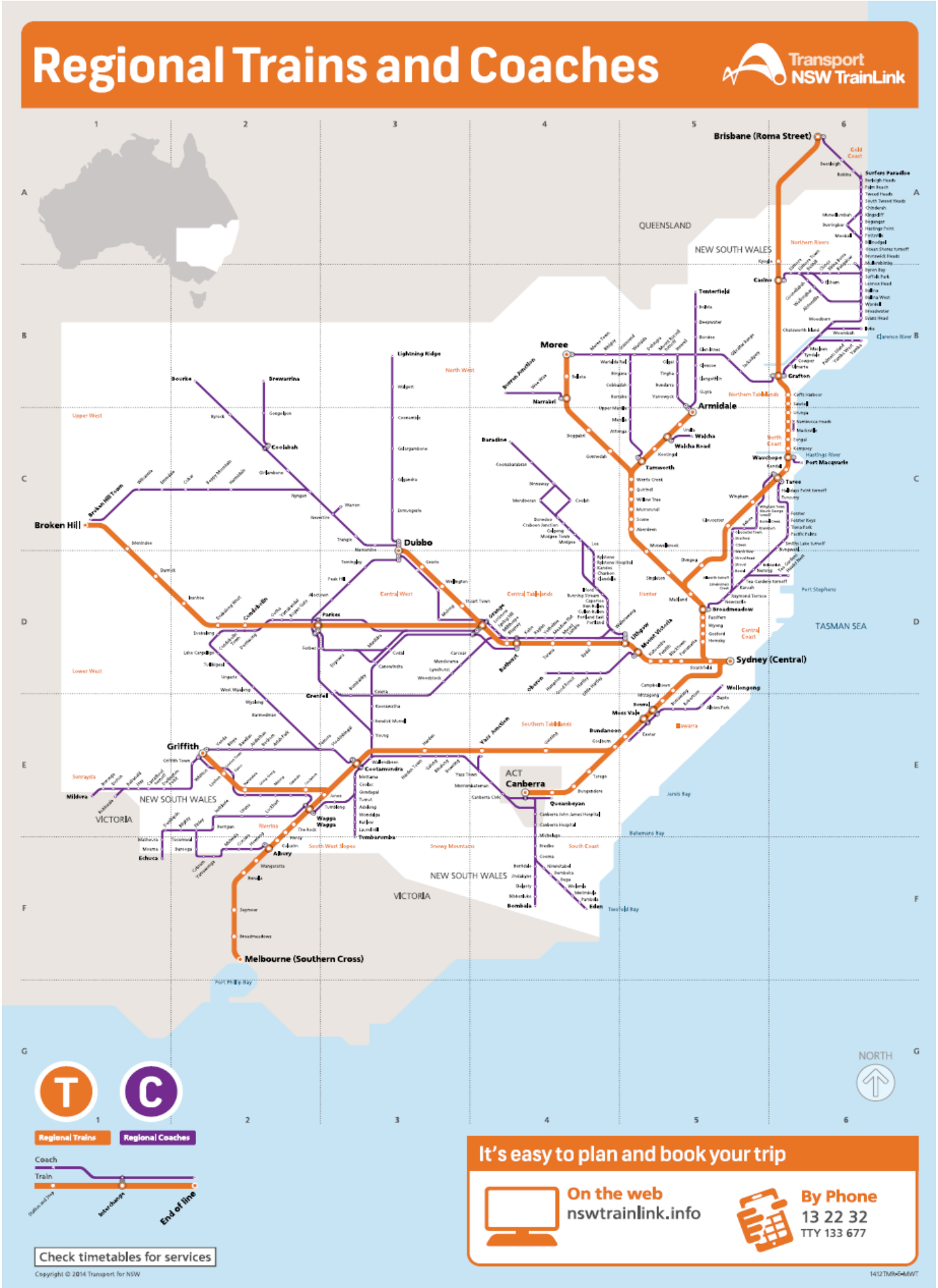
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Transport NSW TrainLink
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QUEENSLAND
NEW SOUTH WALES
Moree
Armidale
Tamworth
Grafton
Casino
Broken Hill
Dubbo
Parkes
Orange
Bathurst
Goulburn
Wagga Wagga
Albury
Griffith
Coolah
Cobar
Bourke
Lightning Ridge
Sydney (Central)
Wollongong
Broadmeadow
Port Macquarie
Taree
Canberra
ACT
Melbourne (Southern Cross)
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