

**PUBLIC ACCOUNTS COMMITTEE (PAC)**

**5<sup>th</sup> EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE AUDIT REPORTS  
OCTOBER 2016 - MAY 2017**

**Rail Punctuality - Responses to Supplementary Questions  
Hearing – 17 September 2018**

1. In the response to Recommendation 1, it is noted that programs to address patronage growth will be announced as they are developed and are approved.

a) Are you able to provide details to the Committee about what programs addressing patronage growth have been announced since the Auditor-General's report in April 2017?

**Response:**

On 10 June 2018 the next stage of the More Trains, More Services program was announced and will investigate upgrades to parts of the network with world-class technology to create high capacity, turn up and go services for many customers. In response to recent growth in demand on the T4 Illawarra and T8 Airport lines the program is initially investigating:

- More services for the T8 Airport Line, including a potential 80% increase at the International, Domestic, Mascot and Green Square stations during the morning peak, meaning trains at least on average every four minutes instead of every six minutes today.
- A 30 per cent increase in peak services on the T4 Illawarra Line, with more services for South Coast customers.
- For future stages of More Trains, More Services, will also investigate how we can add extra services on other lines that continue to have high demand, like the T1 Western and Northern Line.

More Trains, More Services will upgrade the network with state-of-the-art digitalised train control systems. Digital Systems will simplify and modernise technology and multiple trackside infrastructure without any disruption to customers. The program will unlock capacity to increase service frequency and enhance reliability.

On 26 November 2017, the largest increase in capacity ever introduced on the Sydney train network at one time was delivered, with:

- Around 1,500 extra services for customers
- An extra 20 express trains per week in peak hour for Campbelltown and Macarthur customers to the Sydney CBD
- More than 250 express trains every week between Parramatta and the Sydney CBD, including up to 20 express trains per hour during peak periods
- More than 40 per cent increase in the number of weekly services stopping at Parramatta, to support Sydney's second CBD, as well as a 22 per cent service uplift at Penrith Station
- New fast services between Liverpool and the Sydney CBD on the T3 Bankstown Line
- More than 200 extra weekly services on the T8 Airport & South Line in non-peak times
- 24 new express services between the Sydney CBD and the Blue Mountains
- Around 160 new weekend T5 Cumberland Line services connecting South Western Sydney, Western Sydney and North West Sydney to expand services that were on weekdays only.
- Inner West customers at stations including Summer Hill, Lewisham, Petersham and Stanmore now receiving a train every 6 minutes in the AM peak, instead of every 15 minutes.

2. In the response to Recommendation 2, reference is made to the Infrastructure and Services Innovation and Planning Committee, noting that they are responsible for the oversight of program development.

a) Can you outline the terms of reference and meeting schedule for the Planning Committee?

**Response:**

The Infrastructure & Services Innovation and Planning Committee has oversight of all projects and initiatives in development, and any material changes to projects and initiatives in delivery, to ensure alignment with Government and Transport for NSW's strategic objectives and compliance with planning and investment policies.

The purpose of the committee is to foster a culture that promotes the use of innovation, emerging technologies and new ways of working to deliver better transport services in NSW. The committee determines asset, service and system projects and initiatives to be developed for proposal to the Integrated Transport Committee for inclusion in the I&S portfolio.

The committee meets monthly.

3. The response to the Audit discusses a program development review process, which will 'periodically account for the most recent changes in observed forecast patronage growth'.

- a) Can you outline if this program development review process is currently operational and reviewing programs?
- b) If so, can you provide detail on how this process works, in terms of who is involved, and how frequent the reviews are?
- c) Have any changes been made to programs as a consequence of the program development review process and if so, what are they?
- d) Has there been any measurement or evaluation done to determine how effective the program development review process is?

**Response:**

The program development review process is currently operational.

Transport for NSW has developed a 10 year rail plan. The initial stages of this plan are being investigated under the More Trains More Services program which uses the latest forecast demand data. This rail plan is updated regularly to ensure it continues to align to long term transport strategies and other government priorities.

A number of methods to forecast demand for rail services are undertaken including Opal data, observations and modelling. The reviews of forecast data are ongoing during planning to enable services to be adjusted and prioritised as required.

As part of the program development review under the More Trains, More Services program, adjustments and refinements are made to deliver the best outcomes for our customers.

Transport for NSW always evaluates and reviews any service changes to the train network.

4. Recommendation 3 of the Audit stated that Sydney Trains, NSW Trains and Transport for NSW should publish Customer Delay results by June 2018. At the time of the response, this had not yet been done.

a) What is the current status of Recommendation 3?

**Response:**

A measure of customer delay, called Customer On-Time has been launched for Sydney Trains and is published on the Transport for NSW corporate website. The data is updated daily and measures customer travel experience on the rail network during peak times. The Customer On-Time measure represents the percentage of customers who arrive at their destination within five minutes of their planned arrival time.

NSW TrainLink is developing a model to measure the delay experienced by customers on its services, due for publication later this year.

5. The response states that all agencies will continue to investigate the most appropriate manner to publish this data.

a) What investigation did this involve, and what were the concerns relevant agencies took into account when considering how to publish this data?

**Response:**

Transport for NSW investigated various models to best represent how customer delay might be measured. It was important to make the measure as real-time as possible, and the end result now publishes data for the previous day's services.

6. If this kind of data cannot be published, how else will Transport for NSW ensure transparency and accountability in regard to customer delay results?

**Response:**

The measure has been successfully rolled out for Sydney Trains and will be rolled out for NSW TrainLink Intercity services.

7. Recommendation 4 of the Audit stated that Transport for NSW, Sydney Trains and NSW Trains should all agree on specific performance requirements for intercity train, track and signal availability and reliability. In the response to the Audit, it was noted that Key Performance Indicators (KPIs) had been included in all current rail services contracts.

a) How were these KPIs developed and agreed on by all three agencies?

**Response:**

The Sydney Trains and NSW Trains Rail Service Contracts (RSC's) were developed collaboratively by Transport for NSW and RailCorp staff representing the interests of the new agencies (which did not exist at that time).

The KPI's have been reviewed periodically since the RSC commencement in 2013 and will be further revised during the negotiation of new RSC's due to commence 1 July, 2019.



8. In response to this recommendation, the submission made reference to a review of the performance requirements and KPIs of intercity trains, tracks and signals. It was noted that this would be done as part of the next NSW Trains Rail Services contract, and would commence in late 2018.

- a) Can you provide the Committee with an update on the status of the revised contracts?
- b) How were these revised KPIs agreed on by the three relevant agencies?
- c) If this has been completed, will performance against the relevant KPIs and performance markers be made public?

**Response:**

It is planned to commence discussions and negotiations with Sydney Trains and NSW TrainLink towards the end of 2018, continuing through to 30 June 2019.

When completed and contracts are executed, a selection of KPI's will be published on the TfNSW website.

9. The Audit recommended that all three relevant agencies agree on guidelines for train priorities during disruptions. The response stated that an updated Operations Protocol was to be implemented by December 2017.

- a) Has the Operations Protocol been implemented and made publicly available?
- b) If not, are there plans to do this?

**Response:**

The Operations Protocol (V4.0) was implemented in December, 2017 and is available on the Transport for NSW website, at <https://www.transport.nsw.gov.au/railcorp/access>

**10.** It was also recommended that indicators of control centre performance be developed to determine how effectively guidelines regarding train priorities during disruptions had been implemented. In your response, you noted that there was ongoing work to ensure compliance with the Operations Protocol.

- a) Can you update the Committee on Sydney Trains' and NSW Trains' current compliance with the Operations Protocol?
- b) Have performance indicators been developed to measure compliance with the Protocol?
- c) If so, how was this done?

**Response:**

The Rail Management Centre (RMC) routinely uses the Operations Protocol to assist in decision making during times of disruption.

At the present time there are no performance indicators in place to measure compliance with the Protocol. Further consideration of performance indicators will be conducted after the new Rail Operations Centre is activated (late 2018) and settled.

**11. Can you update the Committee on the status of any additional plans and protocols which have been developed since the Audit, regarding train priorities during disruptions?**

**Response:**

In April 2018 Sydney Trains, Country Regional Network (CRN) and Australian Rail Track Corporation (ARTC) entered into a Network Interface Protocol for the management of critical network interfaces with specific emphasis on the delivery of the daily train plan in real time, including managing late running services approaching network borders.

12. In its response, NSW Trains referred to the development of a new reporting capability to better understand factors impacting intercity punctuality. It was noted that this report, and its supporting data sets and analysis, would be operational by 1 July 2018.

a) Can you provide the Committee with an update on the new reporting capability and its effectiveness?

**Response:**

The new reporting capability is operational:

The new reporting capability has significantly improved NSW TrainLink insight into underlying contributors to punctuality performance across Intercity, Regional Coach and Regional Rail operations at both the strategic and tactical level.

The tactical level Attribution Report details the primary drivers of punctuality performance and links them to an attribution cause (e.g. track speed restrictions) and the responsible entity. This provides two avenues for further analysis; what factors caused the primary incident and how can these issues be identified ahead of time?

By establishing new data feeds and enhancing the in-house capability, NSW TrainLink now has the capability to historically prove/disprove incident causes by detailed analysis of individual service speed profiles versus infrastructure conditions.

The outputs from the new reporting capability are being used widely within the business at both a high and low level of detail as demand requires. Basic understanding of the contributors to network performance at a strategic level has improved significantly.

The reporting capability has played an important role at NSW TrainLink by significantly improving its punctuality results across the entire business by enabling increased focus using evidence. Intercity 24HR On Time Running, Regional Coach and Regional Rail Punctuality all achieving target levels for FY 17/18. Regional Rail achieved its target for the first time in 13 years. Intercity peak delivered improved results however fell just below target levels.

**13.** The response to Recommendation 6 outlined the Travel Choices program, which aims to influence travel behaviours. It also stated various behaviours that were being targeted for change, including the promotion of walking into the Sydney CBD and competitions and incentives to encourage behaviour change.

- a) Are you able to provide the Committee with some detail regarding what outcomes have been achieved by the Travel Choices program?
- b) How are these outcomes being measured?

**Response:**

a) Transport for NSW's Travel Choices program began in 2015 in the CBD to support individuals, businesses and organisations prepare for and adapt to the unprecedented changes to the transport network taking place during the construction of the CBD and South East Light Rail and create long term sustainable travel behaviour change.

Due to the success of the CBD and South East Travel Choices project, the program expanded to the Northern Beaches to support the introduction of the B-Line services and Macquarie Park to support the upgrade of the Epping to Chatswood Rail Line.

As at July 2018, Travel Choices Sydney CBD has engaged over 670 organisations, supporting over 177,000 employees. This has involved surveying over 15,000 individuals, running over 100 workshops and 70 events and providing individualised support to employees in 130 of the largest organisations in the Sydney CBD.

Due to the implementation of the Travel Choices program, Tomorrow's Sydney campaign and traffic management strategies, there has been a reduction of 12% in vehicles entering the Sydney CBD in the morning peak (6-10am) and an increase of 11% in public transport trips into the Sydney CBD in the morning peak.

More importantly, there has been a significant shift to travel in the shoulder period, outside the peak hour. Train travel has shown an increase of 107.9% between 5am-6am, 23.5% between 6am-7am and 23.7% between 9am-10am. Bus patronage changes follow a similar pattern, with a 65.1% increase between 5am-6am, 25.9% between 6am-7am and 21.2% between 9am-10am.

Businesses who are engaged with the Travel Choices project have implemented a number of initiatives to encourage employees to adopt alternative travel behaviours such as rescheduling meetings and deliveries to outside peak hours, providing Opal cards to staff for business travel and embracing flexible working arrangements.

b) Transport for NSW monitors the demand across the network to inform network operations and understand customer travel habits.

Public transport trips are measured through Opal data and vehicle counters are used to monitor the number of vehicles entering the CBD in the morning peak period.