

Briefing Note: Matt Longland, Chief Executive
Sydney Trains,
Dale Merrick – A/Chief Executive NSW TrainLink



Transport
for NSW

Impacts associated with Protected Industrial Action scheduled to commence on 19 and 20 March 2022

Issue

DSYD2022/40908

To provide an overview and risk tolerability status due to the impacts associated with the Protected Industrial Action notified to commence at 0001 on 19 and 20 March 2022.

Background

The RTBU have provided Sydney Trains with notice of protected industrial action to commence at 0001 on 19 and 20 March 2022 under their Protected Action Ballot Orders. The list of RTBU actions notified are as follows:

1. An indefinite ban on working with non-Sydney Trains / NSW Trains direct hire employees (0001 on 19 March, continuing indefinitely).
2. A periodic ban on the issuing of transpositions (0001 on 20 March 2022 continuing to 0001 3 April 2022).
3. A periodic ban on the performance of Foreign Depot working for Train Crew (0001 on 20 March 2022 continuing to 0001 3 April 2022).
4. A ban on the manner in which work is performed in the form of a ban on Train Crew accepting altered working (00001 on 20 March 2022 continuing to 001 3 April 2022).
5. A limitation on the manner in which work is performed in the form of Train Crew only working to their current Master Roster (0001 on 20 March 2022 continuing to 0001 3 April 2022).
6. A ban on the manner in which work is performed in the form of a ban on Train Crew accepting transposition slips (0001 on 20 March 2022 continuing to 0001 3 April 2022).

The following impact assessment has been developed through consultation with the key stakeholders and subject matter experts within Sydney Trains and NSW TrainLink.

Current Position (at 14 March 2022)

The key areas of impact are within Train Crewing, Network Maintenance including infrastructure and rolling stock (trains and maintenance equipment). Direct impacts to the customer are expected from normal service delivery with extensive replanning of existing maintenance works and project scopes which will have significant financial consequences, and customer impacts in the future when postponed maintenance works/project scopes are implemented. The action is exacerbated by concurrent union action within ETU and Professionals Australia reducing the opportunities for contingency.

The assessment on notified PIA will be ongoing and undertaken in line with Sydney Trains Enterprise Risk Management Framework, considering worst credible exposure (mitigated by existing controls) and with knowledge that a So far As Is Reasonably Practicable (SFAIRP) position must be maintained per accreditation requirements under Rail Safety National Law 2012. It is noted that the PIA 'ban on working with non-Sydney Trains / NSW Trains direct hire employees' will '*continue indefinitely*'. Due to the indefinite nature of the bans, the risk exposure is expected to increase, resulting cumulative effects to the network over time.

OFFICIAL: Sensitive - NSW Government

Although previous PIA's have explicitly stated that certain actions would not be enacted *'in emergencies to prevent serious and imminent hazards to employees or public'*, Sydney Trains has sought written clarification on 11 March 2022 regarding two of the six actions where this information has not been explicit. Written confirmation was provided by the RTBU 11 March with assurance that transpositions would occur in emergency situations, and that the ban on working with non-Sydney Trains/NSW TrainLink employees, does not include working with contract Possession Officers (PO's). A condition was placed on emergency response noting *'an arrangement will need to be made by contacting a point person in the union to determine whether the incident is genuine, and to allow advice to be given to their members about the temporary lifting of the ban to deal with that incident only'*. This is not expected to materially impact emergency scenario safe recovery where implemented in good faith.

As a result, the overall risk exposure would likely impact operational, customer, financial and reputation risk profiles, but not compromise the safety of the rail network, members of staff or the travelling public in the immediate short-term.

Sydney Trains is currently operating to a master roster and standard working timetable (SWTT November 2021), with daily alterations undertaken through short-term timetable planning. A ban on operating only the 'Master Roster' over this period may result in up to 30% of daily services, or up to 900 train services being cancelled from the timetable across Sydney Trains each day.

Within NSW TrainLink, the current timetable is not based on the Master Roster and the ban on operating only the Master Roster would have a significant impact. NSW TrainLink will be running services based on the November 2021 SWTT which will result in a significant amount of 'altered working'. Similar to the previous period of PIA, NSW TrainLink will convert all train crew to 'Standby' status and ask employees to 'work as directed'. This is a highly manual process that creates risk that the customer service requirement does not 'match' the train crew diagrams with a risk of cancelled services in Intercity. Regional services have a low risk profile.

The ban on altered working and transpositions would prevent staff in the Rail Operations Centre from making changes to train services on the day of operations, including changing the destination of trains, stopping patterns, or terminating trains early due to late running or other incidents like non-emergency rollingstock or rail infrastructure issues. In the event of a non-emergency incident there is limited opportunity to recover the network for that day. In the current operating environment, where sections of the rail corridor are impacted by flood damage, this would create a significant issue which would prevent our ability to navigate around infrastructure issues. Essentially, the bans on altered working and transpositions would create an unreliable and an unpredictable operating environment for customers over a two-week period. In addition, the ban on altered working would impact weekend maintenance work on the rail corridor. This would delay projects and limit our ability to repair flood damaged infrastructure over the two-week period.

Despite written assurance that bans on working with non-Sydney Trains/NSW TrainLink employees does not include working with contract Possession Officers, there remains an impact on cleaning and fleet maintenance which would compound over time the longer the bans were in place and could result in trains needing to be removed from timetabled service. Impacts to maintenance of Waratah (A&B) Trains and Millennium (Trains) would be expected.

In the event of significant or accelerated network degradation or safety critical event Sydney Trains has processes and procedures to allow the network to fail in a safe condition. Written confirmation provided by the RTBU on 11 March 2022 assures transpositions would occur in emergency situations, further to this Sydney Trains has the appropriate delegations to make decisions to close the network in a controlled manner over time where safety cannot be assured SFAIRP. Notification of impacts will be undertaken as business as usual on an ongoing basis with TfNSW and TAHE representatives in line with current agreements.

Executive Risk Summary by Sydney Trains ERM Framework

Sydney Trains and NSW TrainLink will be able to provide services during this 2-weeks period through the provision of the SWTT (November 2021) without alteration or transposition except in the case of an emergency, consequently impacting up to 30% or 900 services daily. There will be limited opportunity to recover the network (daily) for all non-emergency incidents. Planned mitigations and clarification regarding emergency scenarios with RTBU has reduced the overall risk profile - notwithstanding cumulative effects due to ongoing and indefinite actions (RTBU and other unions).

Network Maintenance projects will incur further cancelation and delays and Fleet Maintenance of outsourced fleet availability (A, B, M sets) including cleaning will be impacted indefinitely.

A summary of potential risk outcomes is provided as assessed by Sydney Trains and NSW TrainLink business representatives;

Financial

Financial impacts associated with the disruption have already been calculated and reflected in briefing note 'Impacts associated with Protected Industrial Action scheduled to commence on 14 March 2022 and continuing indefinitely'. The cumulative impact associated with Industrial Action results in a significant financial impact to June 30. However, the volume of planned work not able to be undertaken is currently estimated at a cost of \$10m/wk associated with all PIA's.

Operational & Customer

Operational Performance has the potential for 1 line to be disrupted for multiple peak periods and in a worst-case several lines disrupted for multiple peak periods.

Network Maintenance has the potential to incur 5-25% schedule slippage of planned maintenance projects, with a worst-case scenario of a planned projects schedule slippage of 25-50% requiring replanning and redefinition of scope.

Fleet Maintenance impacts to A, B and M sets at a worst-case unavailability of up to 9 trains within the first 48 hours and a worst-case scenario of 75% reduction in train availability for Sectors 1 & 2 at 45 day of action. H set availability has the potential to be reduced to 50% progressively from day 15.

Reputational

Potential for local media reporting and moderate change in customer satisfaction in the short to medium term due to disruption, lack of daily network recovery and cleanliness of trains.

Safety

A tolerable safety risk exposure is anticipated in the short-term due to Sydney Trains planned mitigations and the union assurances to not undertake ban within an emergency scenario.

This assurance is taken in combination with Sydney Trains ability manage the current level of PIA and also to close the network in a controlled manner over time where safety cannot be assured to maintain its legislative obligation in ensuring a safe operation SFAIRP.

Protected Industrial Action (RTBU – commencing 19 and 20 March 2021)	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
Overall Enterprise Risk Rating	B	B	B	Tolerable

*It is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above

Overall Position Summary by Business – (see appendix 1 for detail)

	Business Unit affected by Protected Industrial Action	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
1.	Infrastructure Maintenance	B	B	C	Tolerable
2.	Fleet Maintenance	C	B	B	Tolerable
3.	Network Operations	N/A**	B	C	Tolerable
4.	Customer Experience	N/A**	C	B	Tolerable
5.	Train Crewing	C	B	B	Tolerable
6.	NSW TrainLink	N/A**	B	C	Tolerable
7.	Freight Operations	C	N/A**	C	N/A*
Overall Enterprise Risk Rating		B	B	B	Tolerable

*it is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above

**where N/A has been identified, the notified Protected Industrial Action has been identified to have negligible direct impact

*Advanced internal and external communication and planning is a key control resulting in tolerable risk in the short-term

Based on the above determinations made by Senior Management in Sydney Trains and NSW TrainLink, the aggregated **short-term safety risk exposure to Sydney Trains is deemed tolerable**. However due to certain actions being undertaken for ‘an unlimited amount of ban for an indefinite period’ it is forecast that operational disruption may occur over time impacting operational performance and customer experience, with cumulative reputational and financial impacts.

Current risk exposure does not require significant alteration or cessation rail in operations in advance of 0001 20 March 2022. The return to the SWTT (November 2021) at 0001 20 March amongst other planned contingencies will minimise disruption to customers as far as possible - notwithstanding alternations and transpositions are to be used only in emergency scenarios and considering the cumulative effect of action of bans expressed as ‘an unlimited number of bans for an indefinite period’. Further, Sydney Trains will make decisions based on its legislative and regulatory requirements to shut-down network assets and reduce services in a controlled manner over time if required.

The following key actions have been clarified through written correspondence received from the RBTU on 11 March 2022;

- Protection Officers (PO's) are exempt from the ban on working with contractors;
- RBTU members will issue and accept transpositions in emergency situations where there is a safety or significant incident. The on-call Duty Control Manager and the on-duty RBTU representative in the Rail Operations Centre will be the escalation points for disputed transposition requests. through contacting a point person in the union to determine whether the incident is genuine.

The following actions will be undertaken as regular business;

- Confirmation with applicable regulators of any additional requirements required to be covered prior to commencement of Protected Industrial Action
- Notification to regulators, TfNSW and TAHE of potential impacts as required

Recommendations

Sydney Trains and NSW TrainLink Executives recommend;

1. That the agencies revert to SWTT (November 2021) as at 0001 19 March 2022 for the period of this PIA; published 72-hours in advance.
2. That advanced notice and alternative transport is provided to customers and freight operators due to anticipated network impacts, delays and special events falling within the period; noting supply of alternative transport may be a limiting factor.
3. The rescheduling of non-critical planned maintenance activities within the period.
4. That urgent consideration is given to negotiating with the RTBU for the suspension of the most challenging elements of the planned action (master roster, transpositions and altered working) whilst enterprise bargaining is underway, in exchange for approval of the priority train crew claims as previously considered by government.

Internal Approvals

<p>Name Jasbir Tumber</p> <p>Title A/Chief Customer Officer, Sydney Trains</p> <p>Division Greater Sydney</p> <p>Jasbir Tumber Digitally signed by Jasbir Tumber Date: 2022.03.14 17:43:41 +11'00'</p> <p>Approved Not approved</p> <p>Date:</p>	<p>Name Hayden Donoghue</p> <p>Title Executive Director, Train Crew</p> <p>Division Greater Sydney</p> <p>Hayden Donoghue Digitally signed by Hayden Donoghue Date: 2022.03.14 17:26:47 +11'00'</p> <p>Approved</p> <p>Date:</p>
<p>Name Nev Nichols</p> <p>Title Executive Director, EMB</p> <p>Division Greater Sydney</p> <p>Nev Nichols Digitally signed by Nev Nichols Date: 2022.03.14 17:37:42 +11'00'</p> <p>Approved Not approved</p> <p>Date:</p>	<p>Name Dale Merrick</p> <p>Title A/Chief Executive, NSW TrainLink</p> <p>Division Regional and Outer Metropolitan</p> <p>Dale Merrick Digitally signed by Dale Merrick Date: 2022.03.14 20:36:26 +11'00'</p> <p>Approved Not approved</p> <p>Date:</p>
<p>Name Matt Longland</p> <p>Title Chief Executive, Sydney Trains</p> <p>Division Greater Sydney</p> <p>Matthew Longland Digitally signed by Matthew Longland Date: 2022.03.15 08:41:28 +11'00'</p> <p>Approved Not approved</p> <p>Date:</p>	

Prepared by: Tom Wells, Senior Manager Risk

Endorsed by: Chadi Chalhoub, ED SEQR (CRO)

Appendix 1- Impact Summary by Business Area

A. Infrastructure Maintenance Short-Term Risk Exposure

Two key aspects of the PIA will lead to Customer Experience and Operational Performance impacts for Infrastructure Maintenance as outlined below:

1. An indefinite ban on working with non-Sydney Trains / NSW Trains direct hire employees (19th March 2022 indefinitely)

Customer Experience and Operational Performance Impact

Engineering and Maintenance Branch relies heavily on contracted Protection Officers (POs) and other non-Sydney Trains/NSW TrainLink resources which is a key role for safe access to the rail corridor. All work in the corridor (Danger Zone) requires designated POs. POs enable delivery of Preventative and Major Periodic Maintenance works programs. Written exemption for non-Sydney/NSW trains Protection Officers and Emergencies will apply to this proposed industrial action. If safety critical inspections are not completed as planned, this will lead to non-complying infrastructure being booked out. Booking out of infrastructure will lead to disruption to trains services and impacts to the customer.

The Major Periodic Maintenance (MPM) program focusses on removing defects and improving overall network condition. MPM projects continue to be heavily impacted with a large number of projects already in backlog. Major Works are able to mitigate some of the impacts by evaluating and prioritising projects and deploying internal teams to deliver prioritised works. However most works require a large proportion of non Sydney/NSW Trains resources and partners to deliver, including external plant hire, heavy plant operators and other external labourers to supplement internal teams.

Projects have and will continue to be delayed. The delayed projects will require replanning and rescheduled creating a future bottle neck of works needing to be delivered to improve the condition of the network with the potential to again delay other planned maintenance activities.

MPM works are typically completed within major scheduled possessions which have a long resourcing lead time to plan and deliver. Failure to deliver the current planned MPM works will ultimately lead to increased number of Temporary Speed Reductions and defects in the network. This will lead to impacted trains operations and the customers over the medium to long term.

2. A periodic ban on the issuing of train transpositions (20th March to 3rd April – 2 weeks)

The previous ban on Train Transpositions whilst directly impacting fleet maintenance also impacts infrastructure maintenance. Existing windows that have been created to allow maintenance to be completed, may need to be altered or cancelled due to the inability to work around train positions that do not align with the current timetable. Disrupted/Cancelled maintenance will impact on Sydney Trains ability to complete safety critical inspections and compliance activities. This will lead to network disruption and customer delays.

The transposition ban will also impact the planned running of trains over network infrastructure. This will impact on Sydney Trains ability to complete rail cleaning activities which is required by standards to maintain safe operations. Incomplete rail cleaning will result in rail infrastructure being booked out leading to network disruption and customer delays.

The impact can be mitigated by manual and intensive co-ordination of train movement on an ad-hoc basis to address the transposition when the issues arise. However, this will in-turn create additional significant workload to plan and co-ordinate train movements to complete the required rail cleans. This can be managed in the short-term through provision of improved

OFFICIAL: Sensitive - NSW Government

timetable information. However, longer timeframes will result in infrastructure being booked out leading to network disruption and customer delays.

Financial Impact

Financial impacts associated with the disruption have already been calculated and reflected in briefing note 'Impacts associated with Protected Industrial Action scheduled to commence on 14 March 2022 and continuing indefinitely'. The culminative impact associated with Industrial Action is resulting in a significant financial impact to June 30. The volume of planned work not able to be undertaken is currently estimated at a cost of \$10m/wk associated with all PIA's.

Reputation

Reputation impact will increase rapidly as critical infrastructure is progressively booked out of service due to our inability to complete and/or confirm safety critical compliance as a result of industrial action. This will significantly impact timetable operation and performance, ultimately impacting customers and creating newsworthy events able to be leveraged by the unions to exert pressure on EA negotiations. Additionally, the ongoing schedule and cost overruns on infrastructure capital projects, renewals, and corrective maintenance as a result of the proposed industrial action will continue to accumulate are likely become a reputational impact in the future.

Safety Impact

Sydney Trains Engineering and Safety System requires makes safe when infrastructure that cannot be maintained to engineering standards, regulation and legislation. Infrastructure unable to be maintained in a safe state will be booked out with potential impact to train operations and customers covered in the appropriate section.

Increasing workload on staff members to plan, co-ordinate, cover gaps and catch-up may ultimately lead to increased fatigue, poor decision making, increased sick leave. This is already monitored closely by the business as part of its overall people and safety management systems.

Business Area	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
Infrastructure Maintenance	B*	B*	C*	Tolerable

*It is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above

B. Fleet Maintenance Short-Term Risk Exposure

Of the RTBU PIA's, the below actions will result in the following customer and operational impacts to Fleet Maintenance:

1. Indefinite ban on working with non-Sydney Trains/ NSW trains direct hire employees

Fleet Maintenance

External service providers currently support A, B and M-Sets though entering the Sydney Trains network (Sector 2 and 3) to carry out in-service defect repairs. If these external providers are unable to enter Sydney Trains network, it will lead to individual cars being locked off for passenger use. During the previous similar action, the fleet (A, B and M-Sets) accumulated 500 non-safety defects, such as, faulty doors, air conditioning, broken seats, and CCTV. On a daily average, 2-3 trains are not available due to these defects.

If the ban extends to Downer not working on trains at AMC, this may result in 6 trains not being available from day one of the action. A further 3 sets per day will be removed from service due to expiry of compliance. At 45 days, there will be no A, B or M-Set trains available for service. A quantification of this impact predicts Sector 3 being reduced to 25% service and Sector 2 reduced to 20% service. These sectors will still run T-sets on Sector 3 and K-sets on Sector 2. It should be noted that trains requiring AMC for serviceability were not impacted by the previous ban. It will become apparent within the first three days of action if this is not the case – consequently the action will lead to an impact of 75% reduction in services on Sector 2 and 3, at 45 days.

External providers also support the Oscar Fleet Maintenance. The OSCAR fleet cover intercity services including the South Coast and Newcastle. The PIA will cause delays in our ability to correct defects. The compounding effects of these defects will result in after 15 days, 2 sets per week could potentially be removed from service, with the permanent workforce being able to maintain the availability of only approx. 50% of the fleet.

Downer may impose financial penalties due to disruptions and adjustments to work schedules.

Cleaning Services

Sydney Trains will have a reduced ability to clean trains to the normal standard. With the PIA in place, typically internally only spot cleans, rubbish pick-ups and touch point clean of high frequency surfaces will occur. This will become apparent to customer experience as visibility of dirty windows, floor markings (including dirty carpets), stains on seats will not be attended as quickly.

In addition, external washing of trains will have a reduced frequency leading to a degraded appearance of all rail fleet. It is anticipated that delays will occur to the removal of graffiti. Advertising decals and sit here / stand here decals will not be replaced.

Exacerbation of the impact will occur due to the utilisation of external contractors who are also used to backfill when Sydney Trains employees are not available (e.g. due to leave / sickness).

Whilst the above is expected to impact customer experience of the Sydney Trains presentation, it is also expected that some journey cancellations will occur due to minimum cleanliness requirements/standards not being met.

2. The remaining 4 actions including a periodic ban on the issuing of transpositions, train crew accepted altered working, train crew only working to their current master roster and ban on accepting transposition slips from 20th March to 3rd April.

The above actions will reduce the number of trains that can return to maintenance centres for scheduled maintenance and repairs. The impact of this will be mitigated if shed crew are available to reduce the impact.

Due to impacts on transposition, fleet maintenance will be impacted in its ability to replace defective trains in service which will lead to a customer impact of some services being cancelled. A further impact will be Sydney Trains ability to balance the network and position trains into the right location for the next day's services, leading to some services being cancelled.

Business Area	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
Fleet Maintenance	C*	B*	B*	Tolerable

*it is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above
 **where N/A has been identified, the notified Protected Industrial Action has been identified to have negligible direct impact

C. Network Operations Short-term Risk Exposure

Customer Experience and Operational Performance

There will be impact on Operational Performance due to the inability to alter train running to meet operational contingencies. The use of transpositions and the issuing of transposition slips is a fundamental tool that is used extensively through normal daily running (approximately 730 daily changes to running). During the recent week of extensive heavy rainfall in NSW, operational running was impacted and transpositions were implemented many thousands of times a day. The network cannot not run to a consistent timetable without the ability to implement transpositions.

Reputation

The PIA will inhibit on time running generally. These actions will also inhibit the recovery of on time running in the event of any incident. This will lead to poor daily reputational experience.

Safety

The inability to implement transpositions will create the risk of trains being caught in between stations for extensive periods of time. Trains may also be held at stations for extended periods of time. Customers cannot be guaranteed journey times. A mechanism of escalation via the Union has been established to seek dispensation for emergencies. This is not a blanket dispensation but rather on a case base case. It is time consuming and dependent on union officials being available. There is no guarantee that this will be provided in a timely manner.

Business Area	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
Network Operations	N/A*	B*	C*	Tolerable

*it is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above
 **where N/A has been identified, the notified Protected Industrial Action has been identified to have negligible direct impact

D. Customer Service Experience Short-term Risk Exposure

The main exposure in Service Experience will be staff not issuing transposition slips to crew in situations of degraded mode operations. Secondary impacts due to any associated network disruption or loss of services, particularly with the inability to issue transposition slips that will affect Customer experience and operational performance if the network operates in degraded mode. See *Network Operations and Train Crew Impacts*

Business Area	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
Service Experience	N/A**	C	B	Tolerable

*It is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above
 **where N/A has been identified, the notified Protected Industrial Action has been identified to have negligible direct impact

E. Train Crewing Short-term Risk Exposure

Train Crewing specific concerns are predominantly in relation to the following identified Protected Industrial Action:

- 1. An indefinite ban on working with non-Sydney Trains / NSW Trains direct hire employees.** 12:01am on 19 March 2022 continuing indefinitely

Train Crewing may be impacted as a result of a ban on front-line staff working with senior management provided at crewing depot locations with the potential that front-line train crew will refuse to follow reasonable and lawful direction from senior management as a result of not being a direct Sydney Trains hire.

Similarly, a number of individuals within Scheduling and Rostering are also employed directly to TfNSW and as such there is the potential that there may be an impact as a result of employees not following instruction or direction.

To manage the above Train Crew will be required to work to documented processes and procedures that would maintain operations for a period during normal operations.

Train Crewing leadership recognise that there may be a refusal to work under direction during a network incident may result in difficulties to allow Train Crewing to activate their business continuity plans. However, based on written commitment by RTBU that temporary lifting of the industrial action will occur in the event of emergencies/accidents will ensure that safe operations are maintained.

Train Crewing leadership also recognise that a refusal to accept trains into service that have been cleaned/maintained by outsourced services may occur. To manage this impact, as per previous PIA, trains from outsourced fleet are delivered after maintenance to ST depots to be cleaned by ST cleaners prior to acceptance by train crew.

- 2. A periodic ban on the issuing of transpositions.** 00:01am on 20 March 2022 continuing to 00.01am on 3 April 2022
- 3. A ban on the manner in which work is performed in the form of a ban on Train Crew accepting altered working.** 00:01am on 20 March 2022 continuing to 00.01am on 3 April 2022.
- 4. A limitation on the manner in which work is performed in the form of Train Crew only working to their current Master Roster.** 00:01am on 20 March 2022 continuing to 00.01am on 3 April 2022

5. A ban on the manner in which work is performed in the form of a ban on Train Crew accepting transposition slips. 00:01am on 20 March 2022 continuing to 00.01am on 3 April 2022

This PIA overlays two consecutive fortnight rosters, one of which has been published. The last week of the roster that has already been published contains Altered Working to facilitate possessions, special events and other network requirements.

It is noted that there is a significant event planned on 24 March with an Australian World Cup Qualifier being held in the evening at Olympic Park. With this PIA in place, customers attending the event will be significantly impacted if planning on using rail services.

The PIA does not allow for Freelance shifts available to Trainers and Trainees which will impact progression through the IET program. It is proposed that a Delay in delivery of IET crew with an estimated additional two fortnights (4 weeks) would be required to catch up freelance shifts.

In the event of an incident that results in degraded operations then there will no capacity within Train Crewing to be able to adequately respond to incidents resulting in significant network outages and customer impacts.

6. A periodic ban on the performance of Foreign Depot working for Train Crew. 00:01am on 20 March 2022 continuing to 00:01am on 3 April 2022.

Foreign Depot Working (FDW) is used to cover approximately 20% of vacant lines in a depot roster as well as 40% of absences. This PIA timeframe overlays two consecutive fortnight rosters, one of which has been published. Overtime will be utilised solely to cover any uncovered work in the first impacted fortnight, however there is a high resource reliance that may be impacted by Covid absences or unprotected industrial action where overtime is largely declined. The second fortnight will be published with FDW removed and overtime solely used.

Business Area	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
Train Crewing	C	B*	B*	Tolerable

*It is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above

F. Train Link NSW TrainLink Short-term Risk Exposure

Within NSW Trainlink, the current timetable is not based on the Master Roster and the ban on operating only the Master Roster will have a significant impact. NSW TrainLink will be running services based on the November 2021 SWTT which will result in a significant amount of 'altered working'. Similar to the previous period of PIA, NSW TrainLink will convert all train crew to 'Standby' status and request employees to 'work as directed'. This is a highly manual process that creates risk that the customer service requirement does not 'match' the train crew diagrams with a risk of cancelled services in Intercity. Regional services have a low risk profile.

Business Area	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
NSW TrainLink	N/A**	B*	C*	Tolerable

*It is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above
 **where N/A has been identified, the notified Protected Industrial Action has been identified to have negligible direct impact

G. Freight Operations

Freight operations have the potential to be impacted if additional possessions are required to undertake any maintenance activities that have been unable to be completed due to transposition and altered working bans - resulting in the loss of available freight paths. Any failure to cancel possessions that are subsequently impacted by the Protected Industrial Action will exacerbate the impact on the freight industry due to being affected multiple times.

Business Area	Financial Risk Exposure	Customer Experience and Operational Performance Risk Exposure	Reputational Risk Exposure	Safety Risk Exposure (short-term)
Freight Operations	C	N/A**	C	N/A**

*It is anticipated that extended periods of Protected Industrial Action will result in a deterioration of the risk profile from the initially assessed impact identified above
 **where N/A has been identified, the notified Protected Industrial Action has been identified to have negligible direct impact

