Transport for NSW
Interim Corporate Plan

A new beginning

NSW GOVERNMENT | Transport for NSW

Ministers' message

GLADYS BEREJIKLIAN, MINISTER FOR TRANSPORT
DUNCAN GAY, MINISTER FOR ROADS AND PORTS

We are very pleased with the progress of the new integrated transport authority, Transport for NSW, since it was established on 1 November 2011.

The creation of Transport for NSW represents a significant change within the transport sector, and is the first step in enhancing the quality of transport in NSW. The reforms promote integration across all transport modes and coordination at all stages of decision-making to ensure that our transport system delivers real social and economic benefits for our State.

Transport for NSW will place the customer at the centre of everything it does. The priorities are to better meet the travel needs of people both in urban areas and state-wide and to shape the transport system to enable growth in trade and commerce.

For the first time, transport planning and delivery will be coordinated across all modes of transport. Transport for NSW brings together expertise from around the transport cluster to integrate plans, policies and programs that improve infrastructure and service delivery system-wide, driven by a clear focus on customer needs.

The organisation will also play a key role in delivering the Government's NSW 2021 priorities, and enhancing economic productivity, environmental sustainability and quality of life for the people of NSW.

Welcome to a new era of customer-focused and integrated transport in NSW.

Director General's message

LES WIELINGA, DIRECTOR GENERAL, TRANSPORT FOR NSW

Transport for NSW is a fresh start for transport in this State.

Our organisation has been created with a unique and unprecedented opportunity to create a better transport system, one that is fundamentally designed around the needs and expectations of our customers, our communities and our economy.

The changes we have embarked on not only put the customer at the centre of everything we do, they also acknowledge that we are one team, with every person across the transport cluster playing an important role in shaping the results that we deliver.

A new beginning is Transport for NSW's Interim Corporate Plan. It features the new Customer Experience Division, which will be the voice of the customer in our organisation. In the coming months one of our first priorities will be to develop a five year Corporate Plan that will provide a more detailed picture of our vision and strategic direction. In the meantime this Interim Corporate Plan will guide our actions.

I look forward to working alongside you all to deliver the transport system that NSW has long expected and deserved, and in growing an organisation in which we can all take pride.

December 2011

Leading the change

OUR EXECUTIVE TEAM: LES WIELINGA, (TOP, LEFT TO RIGHT) TONY BRAXTON-SMITH, ARTHUR DIAKOS, FERGUS GAMMIE, RACHEL JOHNSON, CHRIS LOCK, (BELOW, LEFT TO RIGHT) CAROLYN MCNALLY, STEPHEN O'GORMAN, TIM REARDON, ROD TOUT AND HELEN VICKERS (ACTING FOR FRAN MCPHERSON)

Transport for NSW represents a significant change in the way that transport is planned and delivered in NSW. For the first time ever, all transport modes will be organised around the task of meeting the needs of customers across the entire journey they make.

There have been many challenges in establishing Transport for NSW; this has not been an easy process, especially for our people. But in challenge there is also opportunity. Transport for NSW provides us all with a once-in-a-generation opportunity to shape our future both individually and collectively, and to improve the way we do business by focusing on the needs of our customers.

Our Executive brings with them a wealth of experience from diverse public and private sector roles, and will play an important part in guiding Transport for NSW towards a bright future.

The customer experience

Transport systems are fundamental to the health and prosperity of our modern society. They shape the way we live and the way our economy functions. Transport for NSW plays a vital role in ensuring the efficient and effective movement of people and goods to meet the needs of our communities.

The needs and preferences of our customers change over time, driven by a number of factors that shape modern society. Our transport system needs to move with the times, staying in tune with the needs and expectations of our customers.

The Customer Experience Division (CED) will be the voice of the customer within our organisation, ensuring their needs are a driving force in our planning, policy, decision-making, activities and operations.

Everyone at Transport for NSW has a role to play in delivering a customer experience that meets the needs of the people who rely on the transport system and the enterprises that depend on the supply chains we enable. We will fulfil our role by putting our customers at the centre of everything we do.

CED's role will be to help everyone in our organisation to identify and satisfy customer needs and expectations by:

- Gathering information, intelligence and insights that ensure we develop a thorough understanding of the customer to drive evidence-based decision making
- Guiding the organisation in ensuring that transport planning, policy, investment and services are driven by customer needs
- Shaping and positioning public transport as the most attractive option for the people of NSW by making it seamless and easy to use
- Being the advocate for public transport users and for road users in the operations of the transport cluster.

CED will work closely with all Transport for NSW divisions, including Freight and Regional Development. The recently amended *Transport Administration Act 1988* places a renewed emphasis on freight, recognising its importance to our economy. Freight and Regional Development will play a vital role in growing prosperity state-wide by enabling efficient and productive supply chains.

Transport for NSW will be dedicated to improving the end-to-end travel experience of our customers and the community. A transport system shaped by customer requirements is the key to ensuring that we are meeting the needs of our community and our economy.

What CED does

Customer and Stakeholder Insight

Captures and analyses intelligence on customer and stakeholder needs and preferences.
Uses the insights and evidence gathered to inform customer-centric policy, planning and service delivery.

Service Improvement

Establishes customer-based performance standards and measures. Works with other divisions and service partners to shape practices and programs that deliver measurable service improvements.

Brand Management

Creates transport brand strategies and policies that reflect our values and goals. Directs management of brand related activities across all modes to ensure alignment and increase the equity of the Transport for NSW brand family.

Communications

Coordinates communications strategies and programs where we engage with customers, stakeholders and our people. Sets the tone and ensures we speak with one voice. Protects and enhances the reputation of Transport for NSW.

Customer

Strategic Coordination

Delivers considered, coordinated and accurate advice to Government, managing Parliamentary and Cabinet obligations of the portfolio Ministers.

Customer Relations

Listens and responds to customer and community feedback, setting the standards and coordinating timely responses to issues raised by our customers. Analyses trends in customer feedback to inform thinking about service improvements.

Customer Information Services

Delivers the information customers need to access and navigate the transport system, including the information required during delays or disruptions. Trials and implements innovative new methods that will deliver real time service information.

Fares and Product Innovation

Designs and delivers new fare products that make using the public transport system easier and more attractive. Sponsors key multi-modal service improvement projects and programs across the transport cluster; leads or coordinates their delivery.

About Transport for NSW

Divisions and Roles

There are six core divisions of Transport for NSW:

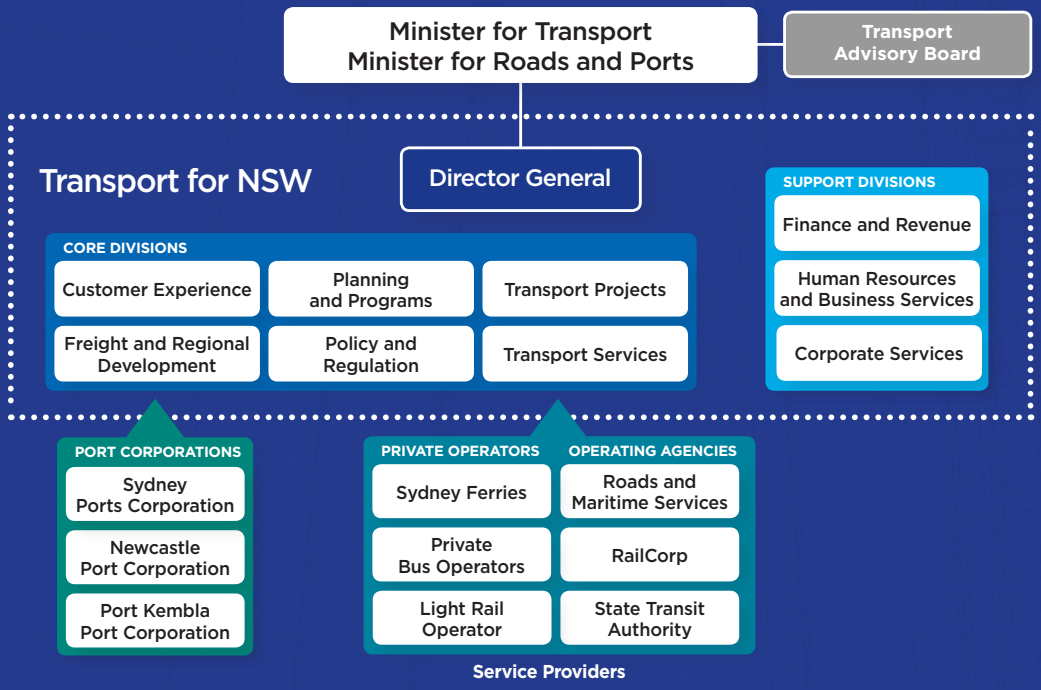
- **Customer Experience –** builds the evidence base that guides and informs an organisation-wide 'customer first' focus, bringing the voice of the customer into the organisation and ensures clear and effective communications.
- **Planning and Programs –** drives the development of work programs and services by consolidating transport planning across all modes of transport.
- **Policy and Regulation –** drives the development and implementation of customer-focused policy and legislation to facilitate service delivery, more consistent pricing and fares, network access, and safety across all transport modes.
- **Transport Projects –** deploys project development and delivery expertise with a focus on planning, procurement and delivery of transport assets on time, on budget, and to quality objectives that have been defined to meet the current and future needs of customers.
- **Transport Services –** coordinates service planning and integration, provides ticketing and community transport services and manages contracts with public and private service providers to deliver clean, reliable, safe and efficient transport services for customers.
- **Freight and Regional Development –** facilitates movement of goods by coordinating key supply chain components including land and marine transport networks, ports and intermodal terminals to facilitate trade and commerce.

These core divisions are also supported by three support divisions:

- Finance and Revenue
- Human Resources and Business Services
- Corporate Services.

The Transport Cluster

Transport for NSW is the centrepiece of a completely reshaped transport cluster. It is responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to deliver improved transport outcomes.



An integrated operating model

Transport for NSW operates as an 'extended enterprise', with our core divisions contracting and procuring transport services and infrastructure from government transport agencies and a network of private service providers. This operating model is a fundamental shift in the way that transport is planned and delivered in NSW.

Transport for NSW works with these service partners to help deliver our Results. Statements of Expectations and service contracts are being established as the key mechanisms to align the transport cluster to a single vision. The performance of our service providers will be measured according to service contracts and their contribution to our organisational Results.

'Extended Enterprise' model

Public Transport Agencies
State Transit Authority
RailCorp
Roads and Maritime Services
Ports Corporations

Private Transport Operators
Private Bus Operators
Private Ferry Operators
Light Rail Operator

Other Service Providers

Results

Our Results are the high level outcomes for our organisation and the transport cluster. They guide our planning and the way we do business. They provide us with a clear focus on the high-level outcomes we need to deliver for the community and the economy.

Community Results

Customer – The customer is at the centre of everything we do.

Travel – The movement of people and goods is efficient and reliable.

Accessibility – The availability of transport options is aligned to the needs of the community and the economy.

Asset – Transport infrastructure meets acceptable standards.

Safety – The safety and security of the transport system is maximised.

Environment – The impact of transport on the environment is minimised.

Business Results

- The community, partners and stakeholders are consulted and informed about transport issues.
- Effective governance is in place to deliver our results and services.
- Value for money is delivered within the integrated budget.
- Occupational Health and Safety is strengthened.
- Workforce commitment and capability is supported and developed.

Our work will be shaped by the pursuit of specific goals that contribute to these Results.

How we work

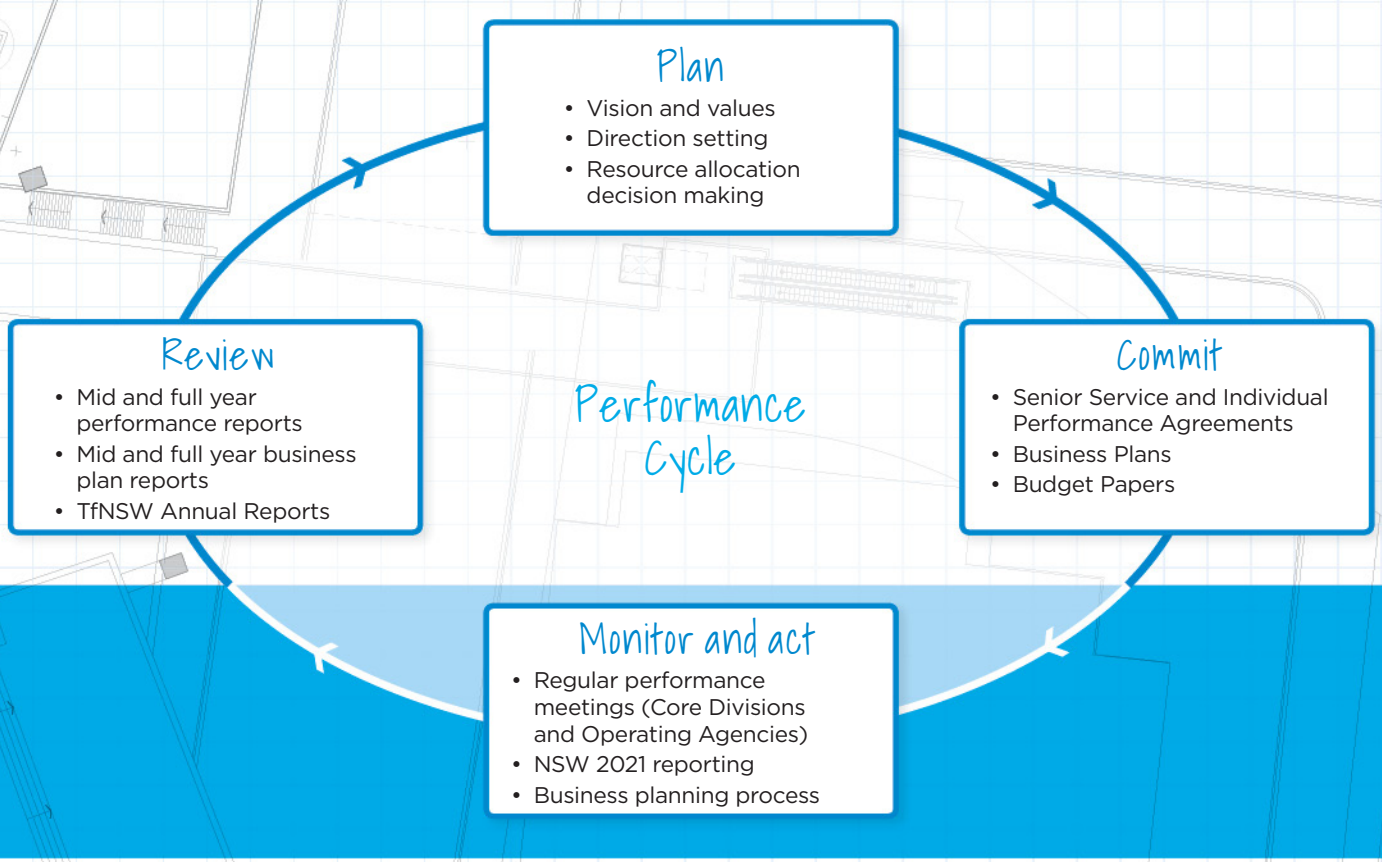
To deliver real change for our customers we need to focus on what counts most.

To do this we need to work within a management framework in which individuals, teams and divisions take responsibility for the results that Transport for NSW delivers. This approach will ensure our work has a clear purpose, is aligned with overall plans and that everything we do both individually and collaboratively will contribute to what our organisation seeks to achieve as a whole.

We will be an organisation that is focused on performance, by setting clear and measurable individual and team goals, ensuring accountability in our work and monitoring our actions to ensure that we are continually improving. We will grow an organisation of capable and committed people and develop ways to acknowledge hard work and innovative thinking.

Our Integrated Planning Framework and Performance Cycle illustrate some of the planning relationships and processes that will drive achievement in a performance-oriented environment.

Integrated Planning Framework



Where to from here?

This Interim Corporate Plan identifies the near term priorities for our organisation, however there is more work to be done in planning for our future.

We will continue to work on plans and strategies that will shape the future of our organisation and the transport system, including the development of a five year Corporate Plan that will outline our strategic agenda to 2017.

It will be important for us to be adaptable in our work as our strategic agenda evolves. Our Corporate Plan will be reviewed annually to ensure it reflects our strategic priorities and our business plans will be reviewed every six months to ensure alignment between our strategic and operational priorities.

Our management processes and the way that we work with other organisations will also continue to evolve. We will develop ways of driving performance within Transport for NSW and across the transport cluster to ensure that we are collectively delivering results for our community and the economy.

Our four point plan

Everyone who is part of Transport for NSW will play a role that contributes to achieving the goals of this Interim Corporate Plan. In the first part of 2012 we will:

1. **Deliver on near term commitments**
   Each division has a set of priority initiatives to deliver in the near term. These initiatives will be reflected in our business and individual work plans. Leaders across Transport for NSW will share the detail of these goals with their teams and consult on the best way to deliver them efficiently and effectively.

2. **Plan and shape our future**
   We will advance work on the development of key plans and strategies that will shape the future of the integrated transport system, including the Corporate Plan 2012-2017, Transport Master Plan, Ports and Freight Strategy, review of the *Passenger Transport Act 1990*, definition of Customer Propositions and formalising service contracts with our service partners.

3. **Enable and engage our teams**
   We will finalise the composition of our teams. We will ensure that we have the right processes and management tools to enable teams to deliver our goals. We will engage with our people so that together we create an environment that fosters a happy, productive and results-driven workplace.

4. **Put the customer at the centre of everything we do**
   We will listen to our customers, using information, intelligence and insights to build the evidence base that will ensure we understand the needs, preferences and expectations of our customers. This will inform and shape everything we do.

We invite you to be a part of this journey by aligning your actions to this Interim Corporate Plan, by collaborating with colleagues in the pursuit of our goals and by contributing to the bigger picture as we create the future of Transport for NSW.

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