



Transport
State Transit

CORPORATE PLAN

2021-2022





Contents

Leaders' Message	3
State Transit Highlights	4
Network Map	5
Strategy	6
Transport	7
Transport's operating model	7
Transport's strategic direction	8
Future Transport 2056	9
10 Year Blueprint - connecting to the future	10
Transport 2020-24	12
Our Vision	15
Our Plan	17
State Transit's three Core Principles	18
Commitment to Safety	19
Commitment to Reliability and Accessibility	21
Commitment to our Business Sustainability	23
Commitment to our People	25
Legislative Context	27

Leaders' Message

At State Transit we pride ourselves on delivering safe and reliable bus services with customers at the centre and our people at the heart.

As a public transport provider we operate in a dynamic environment that often presents new challenges. After navigating our customers and people through COVID-19 last year, State Transit will face a different challenge this financial year - one we have had time to plan for.

NSW Government announced on 25 October 2019 that all Sydney Metropolitan Bus Service Contracts will be run by private operators from mid-2021. As a result, we will hand over the remaining areas of our operations (Regions 7, 8 & 9) to private transport operators this financial year.

During transition State Transit's focus is the continuity of services for our customers and making sure our people are informed and supported through this change. We operate the busiest part of Greater Sydney's bus network, running more than 15,000 timetabled services each week with a workforce of 3,400 passionate people.

This Corporate Plan is our primary non-financial planning document. It outlines the strategic direction we share with Transport for NSW (Transport), our goals and priorities for the financial year.

This Corporate Plan summarises key goals and priorities State Transit will strive to deliver between 1 July 2021 and 30 June 2022, and explains how we will:

- guarantee the continuity of safe and reliable bus services for our customers;
- preserve the health and wellbeing of our people and our customers;
- maintain high performance levels and standards through to the end of transition;
- contribute to efficiencies across the Greater Sydney bus network; and
- continue to operate in a financially sustainable manner for NSW taxpayers.

We will continue to work closely with Transport as they implement the NSW Government's plan to transform Sydney's bus network. I am confident we will achieve this by maintaining the high standards State Transit is proudly known for, now and over the past 89 years, up until that last bus leaves the depot.

Daniela Fontana
Chief Executive Officer
State Transit Authority



Howard Collins
Acting Deputy Secretary
Greater Sydney



State Transit Highlights



Customer Journeys (Patronage) for 2020

72,050,332

(down from 120 million last year due to COVID-19)



**No. Routes
operated**

831



Employees

3426



Fleet

1406 buses



**Accessible
Buses**

96.8 per cent
of fleet



CCTV coverage

100 per cent of
fleet



**Customer
Satisfaction**

92 per cent



**Employees
injured**

↓ 10.7 per cent
(2019-20
financial year)



**On Time
Running (OTR)**

96.8 per cent
(in 2020)

Network Map

Sydney Service Area

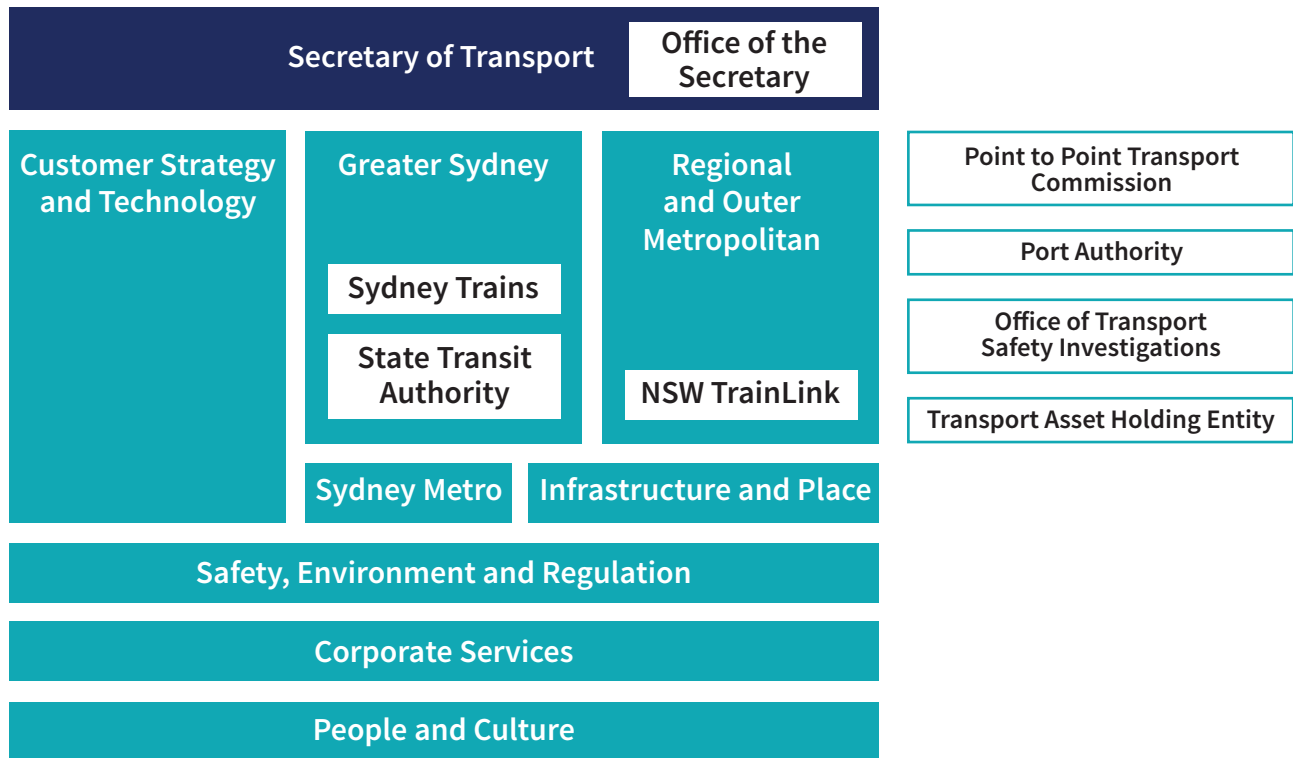




Transport

Transport's operating model

Transport's operating model (below) is organised around the customer, better supporting integrated service delivery and giving greater focus to the different transport needs of Greater Sydney and regional areas.



State Transit is part of the Greater Sydney Division of Transport. Transport's operating model supports collaboration across transport agencies to work towards better outcomes for our customers and communities. The Chief Executive of STA reports to the Deputy Secretary of Greater Sydney division.

Our accountabilities are focused on:

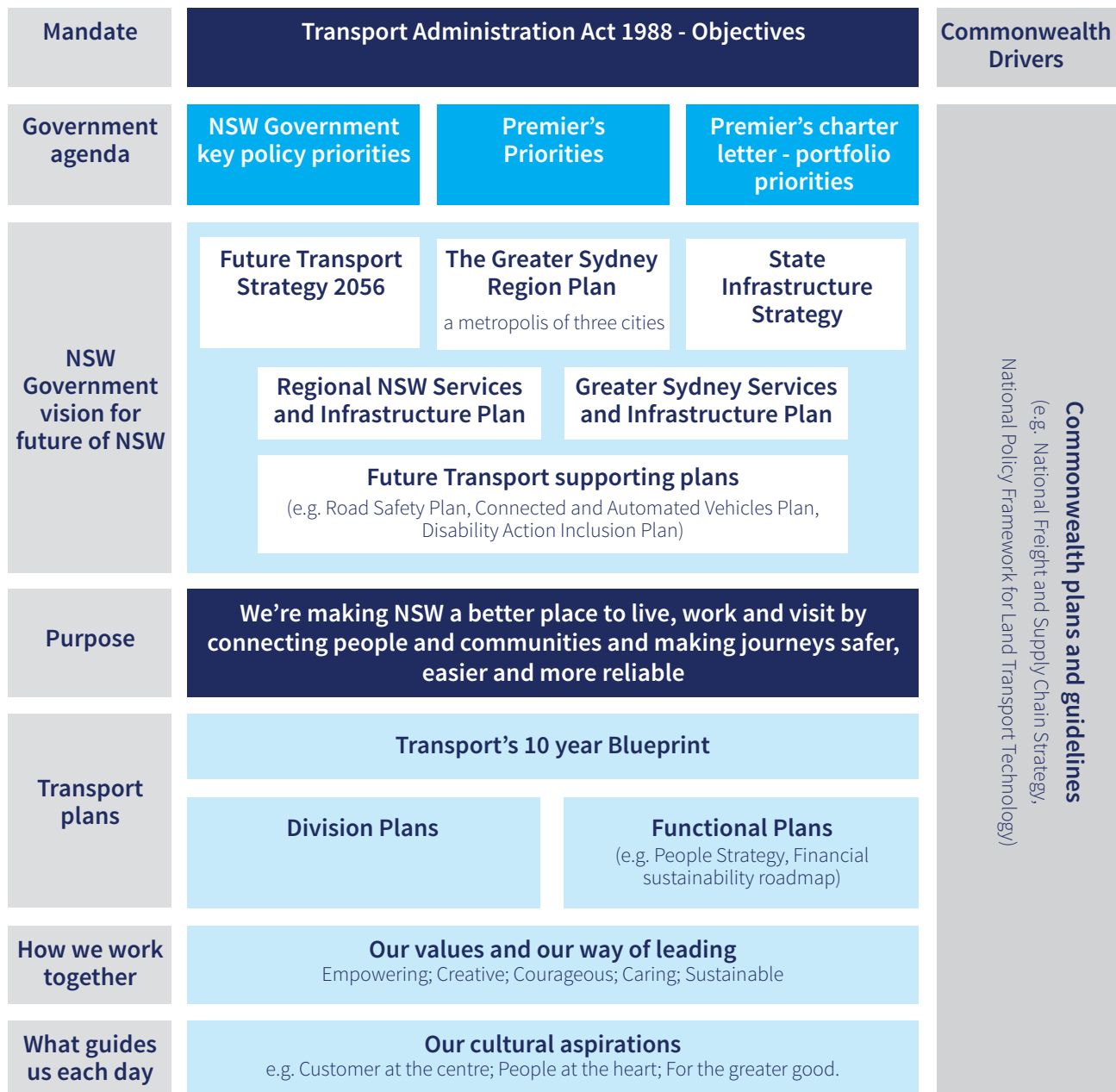
- Providing integrated transport services for customers and communities
- Planning and operating the bus transport network
- Procuring and managing service assets
- Providing integrated service planning and scheduling
- Working in partnership with other transport divisions and across government on strategy, planning, delivery and operations.

Transport's strategic direction

Transport's strategic direction is set according to multiple external and internal strategies and plans. This includes the NSW Government's agenda and vision, Commonwealth drivers and Transport's legislative mandate. Examples include the Premier's Priorities, Future

Transport 2056 and Transport's 10 Year Blueprint.

These plans help guide Transport's funding priorities and strategic direction to achieve the best outcomes for our people, our customers, our communities, and the people of NSW.



Our purpose

We're making NSW a better place to live, work and visit by connecting people and communities and making journeys safer, easier and more reliable.

Our five ways of leading



Sustainable
Make smart
choices



Caring
Encourage
the heart



Empowering
Entrust
others



Courageous
Accept the
challenge



Creative
Forge new
paths

Our cultural aspirations

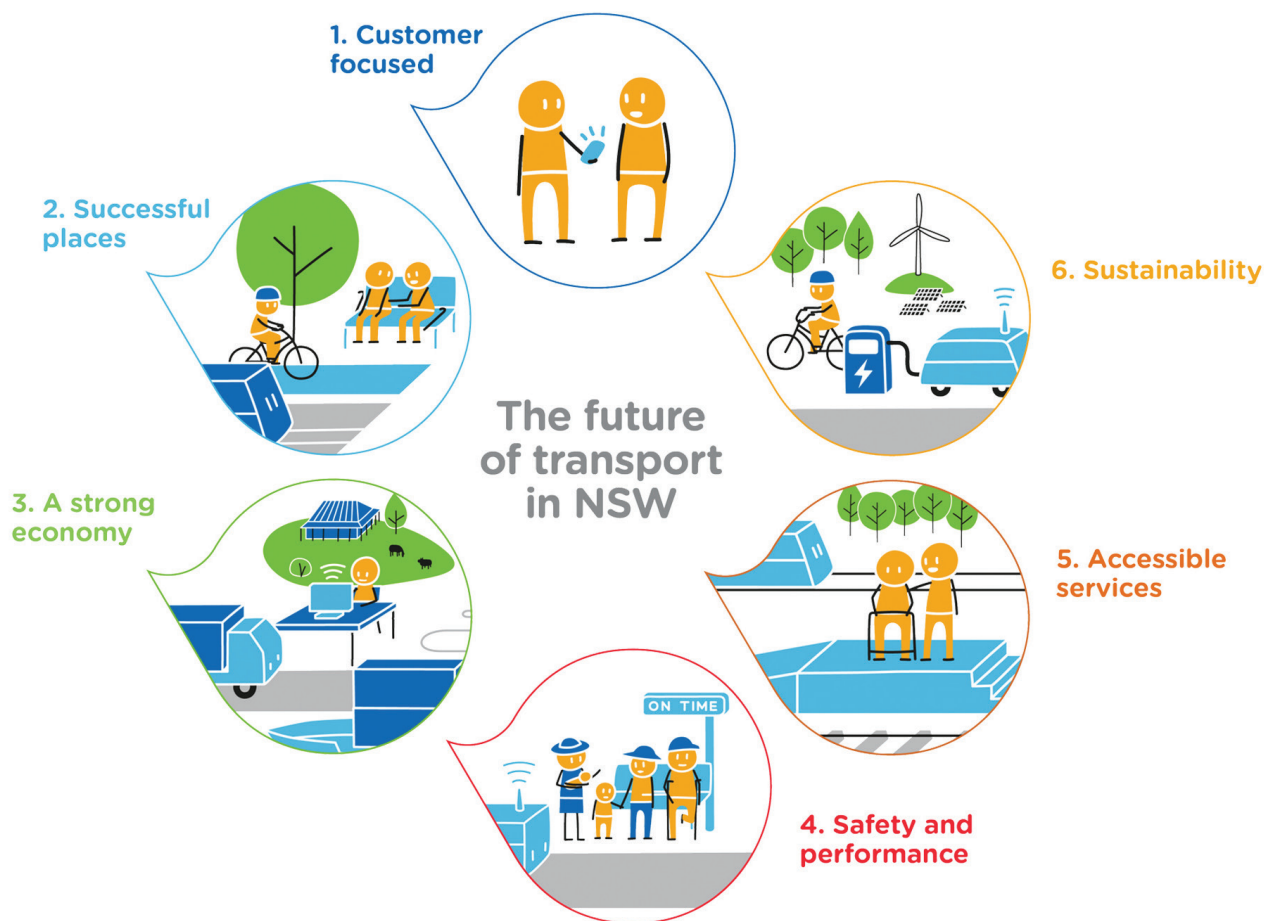
- Customer at the centre: we are driven to deliver the best possible experiences and outcomes for our customers.
- People at the heart: we value our people and want them to thrive.
- For the greater good: we make decisions that balance the needs of customers, communities and the people of NSW, both current and future.

Future Transport 2056

Future Transport 2056 is our 40-year vision for transport in NSW, reflecting the large economic and societal shifts we will see in the future. It places the customer at the centre of everything we do and ensures we respond to rapid changes in technology and innovation to create and maintain a world class, safe, efficient and reliable transport system.

This vision is being delivered through initiatives outlined in a suite of supporting plans, including infrastructure and services plans for rural and regional NSW and for Greater Sydney.

Future Transport 2056 is built on six principles:



10 Year Blueprint – connecting to the future

State Transit's business planning is guided by Transport's 10 Year Blueprint that sets out where we need to focus our efforts in the medium-term to move us towards our long-term vision outlined in Future Transport 2056.

The Blueprint is focused on achieving our outcomes:



For customers

Connecting our customers' whole lives

We will deliver and enable transport solutions that blend seamlessly into our customers' lifestyles, catering for the wide range of journey types needed by people and or the movement of freight.



For communities

Successful places

We will help create places that integrate the right mix of infrastructure, services and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes.



For the people of NSW

Transport systems and solutions that enable economic activity

We will deliver quality assets and efficient transport networks, at the right price, and ensure transport investments and solutions service the people of NSW.



For the people of Transport

Thriving people doing meaningful work

We will be proactive and deliberate in designing our ways of working and workplaces, so we build on our people's capabilities, create a culture of success and align our people to work together in new ways to foster innovation.







State Transit's Vision

“ *Providing our customers with the safest and most reliable bus experience in Sydney, delivered by passionate people who will always be the best they can be.* ”

The vision encompasses the following important themes:

- Putting the customer at the centre of everything we do
- The importance of safety
- Reliability and sustainability
- A workforce of people who are competent, capable and always strive to achieve our goals together

Our Values



Work Safe, Home Safe

We do not compromise on safety and we will challenge unsafe practices



We're Moving Sydney

We are proud of the great customer service we provide



One Team

We are proud to be part of State Transit and work as one team to achieve our goals together



Good, Better, Best

We continuously improve to be the best we can be each day. We will listen to our people and value their experience, and we will look for opportunities for innovation, and take action



Value for Money

We will measure performance and balance efficient service delivery with the principles of safety, quality and customer service



Our Plan

The State Transit Corporate Plan 2021-2022 outlines the objectives, initiatives and performance measures over the final period of our operation.

In October 2019, the Minister for Transport announced the intention to invite Australian and International public transport operators to bid for contracts across 13 of Sydney's bus regions over the next three years.

This includes the three remaining State Transit operated regions, which were put to tender in 2020. The intent is to have the NSW Government engage with the private sector to transform the model of service delivery to one with multiple service types, including high-capacity routes, local and on-demand travel.

During the 2021-22 financial year, State Transit will continue to deliver public transport services in Sydney through its three Sydney Metropolitan

Bus Service Contracts (SMBSC) with Transport. Concurrently we will be preparing to transition our operations to new franchisees commencing in 2021 and undertake the planning and management of residual functions.

Our current contracts cover the below regions:

- Region 7: North West which includes depots in Ryde and Willoughby
- Region 8: Northern Beaches and Lower North Shore which includes depots in Brookvale, Mona Vale and North Sydney
- Region 9: Eastern Suburbs which includes depots in Waverley, Randwick and Port Botany.

State Transit is remunerated by Transport. Within this budget our aim is to deliver on our commitments which align with the accountabilities of the Greater Sydney Division and Transport's 10 Year Blueprint.



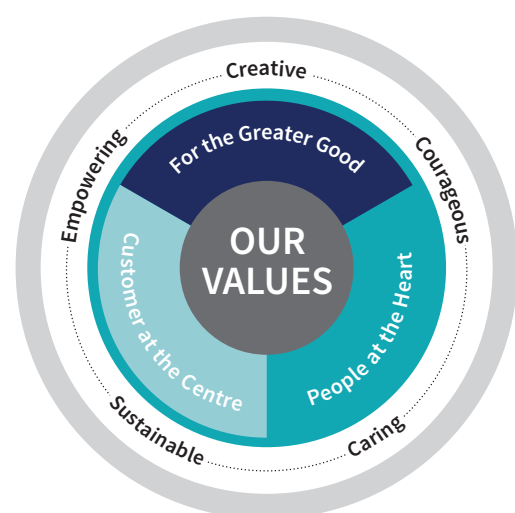
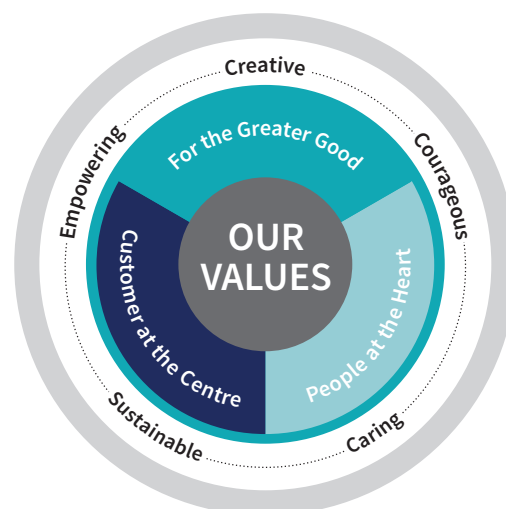
State Transit has three Core Principles:

Customer at the Centre

We are driven to deliver the best possible experiences and outcomes for our customers. We will actively engage our customers early and often, to deeply understand their needs and expectations. We will use these insights to shape everything we deliver or enable for our customers.

We will keep our emphasis on delivering our day-to-day operations:

- Service reliability
- Clean, safe and well maintained buses and depots
- Customer focus.



For the Greater Good

We make decisions that balance the needs of customers, communities and the people of NSW, both current and future. We make a real and lasting difference to peoples' lives and are known for the positive legacy we leave.

We will prepare ourselves for the transition of our business:

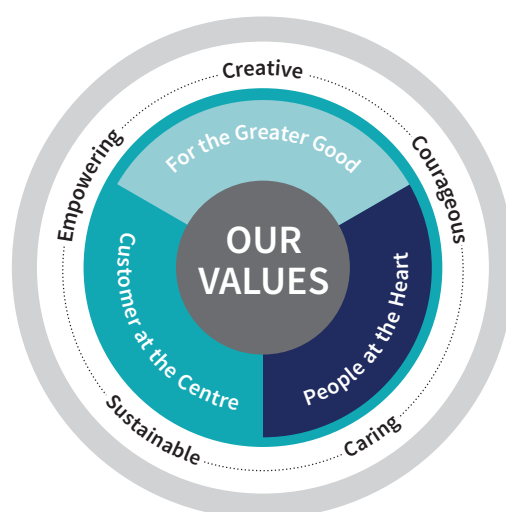
- Working within the Transport Governance Framework
- Establishing a project team at State Transit
- Development of a Transition Plan with Transport
- Preparing each depot for transition.

People at the Heart

Our people are proud to work at Transport. Our leaders connect with our people, empowering them to succeed and making everyone part of something bigger. We will be an integrated, flexible, diverse and inclusive business that delivers for customers, communities and the people of NSW.

We will support our people by:

- Establishing effective communication channels – top-down and bottom-up
- Providing regular communication updates
- Providing support and assistance for both operational and non-operational staff and managers
- Developing a change management People Plan.



The delivery of the core principles are underpinned by our commitments to:

- Safety
- Reliability & Accessibility
- Business Sustainability
- Our People



Commitment to Safety

At State Transit, maintaining the safety of customers and our people remains a top priority.

Our commitment is supported through a robust program of initiatives, constantly improving our safety systems and emergency response and recovery plans. These include maintaining our assets to optimal levels, engaging with our people to promote a positive safety culture and practices. We also provide education and public safety campaigns to ensure our customers move safely to and from their destinations.

Our strategic focus for 2021-2022:

- **Operating safe, secure and accessible bus services for our customers and our people.** To do this we focus on our systems, infrastructure and embedded behaviours to ensure safety is front of mind for all our employees and customers using our services.
- **Prioritising the well-being of staff** through the coming period of change, ensuring support systems and early interventions are in place.
- **Maintaining a safety-first workplace.** We continue to embed a positive safety culture that proactively supports our people to work safely and manage their own health and wellbeing. Our safety team comprises passionate people who work as an integral support network within our depots, driving a strong safety culture that leads to improved safety performance, effective incident management and minimisation or elimination of safety risk.
- **Continuing to reduce the number** of State Transit employees injured at work, passenger falls, bus operator assaults and other injuries on our buses.
- **Maintaining our programs** to reduce the number of collisions with other vehicles and pedestrians.

Key actions and initiatives:

- Delivering a new safety, health and environment incident reporting and management system. This will improve real-time reporting and provides better analytical capability and identification of the root cause of incidents to ensure we minimise risk by maintaining safe practices in the workplace and the work environment.
- Continuing our development program for bus operators to safely deliver customer-centered excellence and enhance the journey experience.
- Continuing to promote the safest possible on-board environment for customers focused on reducing the frequency of injuries from falls, and raising awareness through on-going safety campaigns such as 'hold on' messaging on buses.
- Continued collaboration with NSW Police Force, especially the Police Transport Command and Transport, to further reduce the frequency of anti-social behavior and criminal offences on buses. We focus on protecting our bus operators from assault with targeted media awareness and on-board customer campaigns such as 'Look after your Operator'.
- Maintain our programs to reduce the frequency and severity of workplace safety incidents.
- Continue to provide health and wellbeing programs for bus operators, including specialist triage and medical services and targeted incident response.
- Ensure the wellbeing of operational and non-operational staff during change through provision of support and assistance focused on individual wellbeing and lifestyle assistance during transition.
- Trialling new technologies to assist in safer bus operations.
- Uplifting our depot and on-road incident management framework; supported by quality tools, training and resources to improve the response to incidents and protection of assets.

MEASURING SUCCESS

Delivery of these initiatives will assist State Transit to achieve:

- Reduction in the frequency of assaults on bus operators by 20 per cent.
- Reduce the frequency and severity of safety incidents by 15 per cent (Lost Time Injury Frequency Rate).
- Reduce workers compensation claims by 15 per cent.
- Reduce at fault collisions (with other vehicles and pedestrians) by 15 per cent.

Commitment to Reliability and Accessibility

At State Transit, we place the customer at the centre of everything we do. We aim to deliver our customers to their destinations safely and on time. We enable their mobility between places and strive to ensure our service provision caters for our growing population and emerging places.

Our aim is to deliver consistent, quality customer service every day through visible and empowered staff, accurate and timely information, and clean, safe and reliable buses. We focus on On-Time Running and aligning and updating our network and services to those our customers expect.

Our challenge in this plan will be to keep our focus on maintaining our day-to-day running whilst preparing each depot for transition to a new operator from October 2021-July 2022.

Our strategic focus for 2021-2022:

- **Continue working in partnership with Transport** to deliver place-based integrated service design and enabling the mobility ecosystem for improved transport connectivity.
- **Working cross-functionally to drive network efficiencies** working with Transport to upgrade bus networks that better reflect the community's needs and the end-to-end journey experience expected by our customers.
- **Getting customers to their destination safely and on-time whilst maintaining or bettering our current customer satisfaction rating of 92 per cent.**
- **Handling all customer complaints and feedback equitably and objectively and using the insights gained to** optimise the experience for our customers.
- **Ensuring we have the right people at the right place at the right time through effective management and workforce planning.**
- Providing effective on-boarding and disembarking for customers with accessibility needs.
- Ensuring our service inclusively caters for customers from all cultures.
- Ensuring our service levels are maintained during the organisational transition.

Key actions and initiatives:

- Continuing our development program for Bus Operators to safely deliver customer-centered excellence and enhance the journey experience.
- Collaborate with Transport to design a bus network that ensures communities have convenient access to frequent, high-capacity services. This includes delivering scheduling and network enhancements that improve on-time performance to increase customer satisfaction performance.
- Implementing a new travel network to integrate bus operations with the South East Light Rail and other contract operators.
- Proactive management of planned and unplanned network events through implementation of our key diversion strategies and base service disruption plans delivered through our trained Network Control Officers.
- Preparing each of the operational depots for transition, working with Transport and the new operators to effect a smooth transition of service delivery, minimising any potential impact on performance and customer satisfaction.

MEASURING SUCCESS

- Sustained high level Customer Satisfaction Survey results of the current 92 per cent or higher
- Punctuality and on-time running results 95 per cent or above in all three regions
- Reduced number of incidents leading to customer journey delays
- A positive and supportive culture that is focused on customer service
- Improved network services and where possible more frequent high-capacity services
- Successfully transition our operational depots to new service operators.



Commitment to our Business Sustainability

Targeted cost reduction, productivity improvement and simplified work practices remain a key objective in providing ongoing public value.

With more than 1400 buses in our fleet, management and maintenance of our assets is important in ensuring that our customers get where they need to go safely, reliably and on time.

Our environmental activity is focused on reducing the impacts of noise, waste and contamination on the community.

We will achieve this in conjunction with implementation of plans to transition operations and close business functions as the transfer to new service operators is fully implemented.

Our strategic focus for 2021-22:

- **Maintain our business improvement programs which have already resulted in significant** cost reduction of our operations to the taxpayer, improving efficiency whilst maintaining the highest levels of customer service.
- **Prepare all assets for transition to the new operator**, to ensure business continuity from day one of takeover.
- **Ensure all aspects of the business continue to achieve** compliance objectives and optimise controls.
- Strategic sourcing and agile delivery to manage supply and inventory for cost reduction.
- **Continue to deliver accessible bus targets.**
- Maintain State Transit's superior position in bus asset maintenance and expertise across the Transport cluster.
- Implement our Bus Fleet Management Plan.
- Work collaboratively with Transport to manage the transition of State Transit operations and ensure residual organisational functions are managed.

Key actions and initiatives:

- Update our bus fleet, retiring older generation models and replacing them with zero emission buses.

- Continue to work collaboratively with Transport and key stakeholders to achieve a systematic and effective transition, minimising and mitigating risks which may arise during this change process.
- Continue to streamline and improve information and analytical processes for optimal decision-making.
- Deliver and maintain our fleet assets in accordance with industry practice and work with original equipment manufacturers to optimise maintenance cycles and productivity.
- Maintain our focus on technology to improve maintenance efficiency through automation, predictive analytics, field mobility and remote monitoring.
- Continue to deliver our ongoing initiatives to reduce noise, greenhouse gas emissions and contamination and waste. Improve biodiversity and conserve energy.

MEASURING SUCCESS

- Meet operating and capital budgets
- Deliver efficiencies and improved fleet performance, reliability and availability
- Deliver updated buses into the fleet, including zero emission buses and infrastructure
- Maintain optimum fleet performance in accordance with our Transport contract requirements
- Zero reportable environmental incidents
- Decrease Greenhouse emissions footprint and meet New Source Performance Standards emission reduction targets
- Achieve the baseline emissions target of the Clean Energy Regulator
- Reduce noise impacts on our stakeholders
- Establish a Project Team structure and implementation plans for Transition Management.



Commitment to our People

In order to deliver on our safety, accessibility and sustainability commitments we need a highly trained and motivated workforce.

State Transit has a diverse workforce of more than 3500 people, of which 2800 are bus operators. We recognise that our people are at the heart of everything we do and we must focus on attracting, retaining and building capability and competence of our staff and leaders so that we can meet our business objectives and underpin our success.

State Transit will undergo major change as a result of franchising activity during the period of this Corporate Plan. It is a priority of our leaders to lead effectively to support our staff by embodying and demonstrating a positive change management culture.

Our strategic focus for 2021-22:

- Maintain full establishment of bus operators.
- Continue to drive a positive customer-focused culture within the organisation during a period of major change.
- Focus on delivering effective change management strategies to underpin transition activities.
- Establishing formal transition structures and plans to deal effectively with changes impacting our people.
- Supporting the experience of people in the workplace.
- Ensuring our non-operational people are considered for (and supported in gaining) other opportunities within the Transport cluster or the public sector in general.
- Embedding Diversity and Inclusion to promote a sustainable, capable and innovative workforce through our recruitment and to reflect the multicultural nature of the community in which we operate.
- Maintaining an effective leadership culture.

Key actions and initiatives for 2021-22:

- Bus operator development – we continually focus on our training programs for our frontline staff, focused on safety and customer service to ensure the best outcomes for our customers.
- Bus operator recruitment – ensure we attract and induct new bus operators in a timely manner, being mindful of securing the best possible talent.
- Delivering workforce planning to ensure the right people are in the right jobs to deliver our operational and transformation projects.
- Retention – our industry is experiencing a shortage of bus operators, so we are cognisant of retaining the talent we already have. We have commenced a variety of programs that are aimed at retaining our experienced and dedicated workforce.
- Providing support to our leadership team by focusing on skills of leading change and empowering people.
- Lowering absenteeism.
- Continue to embed Diversity and Inclusion programs to achieve a capable, engaged and representative workforce that meet the equity and inclusion targets.
- Continue to initiate improvement in communication channels to boost morale and create a positive, engaged culture.
- Manage multi-channel messaging for timely staff information and feedback e.g. a dedicated website for updating staff on transition.

MEASURING SUCCESS

- Retention of our people, turnover and absenteeism rates
- Maintenance of recruitment timeframes
- A more diverse and inclusive workforce with increased representation of female leaders and Aboriginal employees
- Increase in the number of bus operators using the Blink application and Digital Depot portal.



Legislative Context

State Transit is a NSW Government agency established under the [Transport Administration Act 1988](#). It operates three bus service Contracts with Transport; the Contracts stipulating the Government's expectations around service levels and performance standards.

The Contracts set out how State Transit and Transport will work co-operatively to operate efficient, safe and reliable bus services in a competitive environment with the private bus operators and to continually deliver improvements to the costs of operation, safety of our people and the services provided to our customers.

These expectations are detailed in the Statement of Expectations issued annually by the Transport Secretary.

The [Transport Administration Act 1988](#) states the common objectives and service delivery priorities of public transport agencies:

- (1) Public transport agencies are to exercise their functions in a manner that promotes the following objectives, which are the common objectives of public transport agencies:
 - (a) **Customer focus:** To put the customer first and design the transport system around the needs and expectations of the customer.
 - (b) **Economic development:** To enable the transport system to support the economic development of the State (with a focus on freight transport systems).
 - (c) **Planning and investment:** To ensure that good planning informs investment strategies.
 - (d) **Coherence and integration:** To promote coherence and integration across all transport modes and all stages of decision making.
 - (e) **Performance and delivery:** To focus on performance and service delivery, based on a strong purchase provider model with clear accountabilities for outcomes.
 - (f) **Efficiency:** To achieve greater efficiency:
 - (i) in the delivery of transport infrastructure projects, and
 - (ii) through improved coordination of freight, maritime and ports operations, and their integration into the transport system, and
 - (iii) by eliminating duplication of functions and resources, and
 - (iv) by outsourcing the delivery of non-core services.
 - (g) **Environmental sustainability:** To promote the delivery of transport services in an environmentally sustainable manner.
 - (h) **Social benefits:** To contribute to the delivery of social benefits for customers, including greater inclusiveness, accessibility and quality of life.
 - (i) **Safety:** To provide safe transport services in accordance with a safety regulatory framework.

State Transit operates, as do all NSW bus operators, within the regulatory framework of the [Passenger Transport Act 2014](#) and [Passenger Transport \(General\) Regulation 2017](#).

- (1) The principal objectives of the State Transit Authority are:
 - (a) to operate efficient, safe and reliable bus services and Newcastle ferry services, and
 - (b) to be a successful business and, to this end:
 - (i) to operate at least as efficiently as any comparable businesses, and
 - (ii) to maximise the net worth of the State's investment in the Authority, and
 - (c) to exhibit a sense of social responsibility by having regard to the interests of the community in which it operates, and
 - (d) where its activities affect the environment, to conduct its operations in compliance with the principles of ecologically sustainable development contained in section 6 (2) of the [Protection of the Environment Administration Act 1991](#), and
 - (e) to exhibit a sense of responsibility towards regional development and decentralisation in the way in which it operates



State Transit Authority is a NSW Government Agency

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