



Transport
State Transit

FY2018 - FY2019 CORPORATE PLAN



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ART GALLERY OF NEW SOUTH WALES

Botticelli
Leonardo
Michelangelo
Titian
Vermeer
Rembrandt
Hathorn
Sargent
Monet
Gauguin
Degas
Cézanne
THE GREATS
AUGUST 10 - SEPTEMBER 10
10AM - 5PM
TICKETS \$15

State Transit

2705

2705-51

Chief Executive's Message

State Transit is one of the largest and most modern bus transport providers in Australia. As the only government bus company in NSW, we proudly move more than 200 million passengers a year around Sydney, getting them to their destination as quickly and safely as possible.

We put customers at the centre of everything we do by ensuring a high standard is delivered on the thousands of services we operate from eight depots.

By working closely with other transport agencies, our aim is to provide a safe, comfortable and reliable end-to-end public transport solution in order to keep our customers on the move.

As we are now in an environment of intensified competition from private operators, a program of improvement is currently underway to lift our performance, cost effectiveness and efficiency in a number of areas. These include:

- Safety
- Customer Experience
- Service Delivery and Growth
- Business Transformation
- Assets
- People and Culture

The State Transit FY2018-2019 Corporate Plan is the blueprint for our way forward. Its key objectives and areas of focus provide the opportunity to look at where we are now, and how we can make our agency better for our customers and our employees.

We are up for the challenge and I look forward to reporting back at how this plan has assisted in making a positive difference to services for our customers.



Steffen Faurby
Chief Executive



State Transit Highlights



ANNUAL PATRONAGE

200 million



CCTV

100 per cent
of fleet



CUSTOMER SATISFACTION

88 per cent



FLEET NUMBER

2041



B-LINE BUSES

38



WHEELCHAIR ACCESSIBLE

91 per cent



TOTAL STAFF

4113



Our Plan

This corporate plan outlines six objectives that will guide State Transit to further improve its services for public transport customers. While we continue to deliver the highest standards possible, this plan will assist with setting priorities, resource allocation and improving cost effectiveness.

We are a large government agency with an important job to do, which is to help move people across a large and complex city in peak periods safely and efficiently. As the city grows, so does demand for our services, and the challenges we face. The plan sharpens our focus to these areas. We know we can do better - it's what the community rightly expects of us.

Our Vision

State Transit recently introduced a new vision for the organisation:

“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 new vision encompasses these important themes:

- putting the customer at the centre of what we do,
- the importance of safety,
- reliability and competitiveness,
- a workforce of people who always strive to be the best that they can be.

Our daily goal is to get our customers to their destination safely and quickly – this vision helps keeps us on track.

As part of the NSW Transport cluster, State Transit works with other agencies to build a better experience for our customers.

Our Strategy

The corporate plan has been designed to align with, and complement, [Transport for NSW's Connecting NSW 2016-2021](#) and the [NSW Premier's Priorities](#). Both of these documents have a heavy emphasis on delivering improved services and better infrastructure to our customers, both now and in the future.

The key objectives of the Transport for NSW document are:

Transforming Transport

- Creating a compelling strategic direction
- Opening up to genuine engagement
- Game-changing infrastructure and services

Delivering every day

- Excelling for our customers
- Enabling seamless movement
- Enhancing safety and sustainability

Leading Innovation

- Leveraging new technologies
- Innovating how we finance transport
- Empowering people to make a difference

State Transit operates in a highly competitive environment where we are required to deliver public transport services in Sydney under three Sydney Metropolitan Bus Service Contracts (SMBSC). We are remunerated under the SMBSC by Transport for NSW which forms the operating budget for achieving the objectives outlined in this corporate plan.



Objective 1

Safety and Environment

The safety of our people and our customers is of paramount importance. We have CCTV on all of our fleet; we review the layout of buses to prevent passenger falls; properly train our drivers to ensure a smooth journey and recently started a dedicated campaign urging people to 'hold on'. But we are always looking at new ways to improve safety.

Our environmental goal is to minimise the impact of our operations on the environment, and manage our operations to ensure they are sustainable and adaptable.

Strategies

- Engage with our employees to ensure safety programs are implemented and our safety culture is embedded
- Ensure the safety of our customers on board our services
- Ensure the environmental sustainability of our services

Actions

- Deliver our Safety Management System to ensure the effective mitigation of all workplace safety risks
- Deliver our Safety Management System to manage the on-board safety and security of our customers
- Enhance our environmental sustainability through the application of the principles of sustainable development in our planning and decision making processes

Key Performance Areas

- Provision of safe and accessible services
- Ensure safety management requirements are understood and undertaken by all staff
- Ensure staff understand and action their responsibilities to protect the environment and prevent pollution

Objective 2

Customer Experience

At State Transit we place the customer at the centre of everything we do, and enhancing our customers' experience is one of the key programs of improvement currently underway.

We have strengthened the customer feedback team to be able to respond quicker – and in a more meaningful way – than we ever have before. Customer feedback, whether it be positive or negative, provides opportunities for us to lift our services. We are here to listen to our customers and make improvements based on what they tell us.

Our current customer satisfaction rating is 88 per cent and our aim is to see this increase.

Strategies

- Improve customer experience with transport services and the satisfaction of our customers
- Reduce travel times by reducing the difference between scheduled and actual public transport travel times
- Work collaboratively with Transport for NSW to build a culture of customer-centred service delivery

Actions

- Work in collaboration with Transport for NSW on designing the bus network to ensure that communities have convenient access to services
- Work in collaboration with Transport for NSW on the allocation of service levels of frequency and capacity to meet the needs of communities

Key Performance Areas

- Increasing customer satisfaction
- Improving punctuality
- Increasing service reliability

Objective 3

Service Delivery and Growth Strategies

We will continue to adapt and optimise our services to meet the ever-changing needs of the community, to operate in a fluctuating environment and to effectively manage the continued growth of Sydney with our services. Patronage will continue to increase as Sydney grows and our objective is to manage the increased demand by designing a network that is flexible and meets our customers' expectations.

Strategies

- Improve the efficiency of our operating networks in Sydney as a key competent of the reform program
- Work collaboratively with Transport for NSW to support the increase in the share of commuter trips made by public transport

Actions

- Deliver efficient and reliable services to our customers
- Manage our services in real-time for the benefit of our customers
- Work collaboratively with Transport for NSW on planning our network of routes to deliver connected services to our customers

Key Performance Areas

- Service improvements for our customers
- Bus service efficiency
- Productivity Improvements

Objective 4

Business Transformation

Transforming our business is a key piece of work that is currently underway at State Transit. As part of our new Transformation Office, a number of projects to improve cost efficiency, streamline processes and encourage best practice – even with the basics – is a priority for the next FY. Cost effectiveness is what will keep State Transit robust and competitive with private operators.

With the support of strong business systems, we can focus on what's most important – the delivery of safe, efficient bus services to our customers.

Strategies

- To operate as efficiently as any comparable business, ensuring State Transit is competitive
- Work collaboratively with Transport for NSW to continue to improve reliability and effectiveness of business processes and systems
- Consistently comply with the requirements of our service contracts with Transport for NSW

Actions

- Design, implement and refine our management structures and programs to reduce operating costs to ensure that State Transit can successfully operate in a competitive environment

Key Performance Areas

- Maintain effective business systems to ensure compliance with Operator Accreditation standards and service contract conditions
- Manage our scheduling performance to achieve balanced schedules and rosters to sustain staff productivity and bus utilisation with good customer service outcomes
- Reduce cost of operations per kilometre



Objective 5

Assets

With more than 1200 buses in our fleet, management and maintenance of our assets is important in ensuring that our customers get where they need to go, safely and reliably.

We have workshops at each of our eight depots, with mechanics and maintenance staff who skilfully put our buses on the road every day. As of November 2017, our fleet expanded with the new B-Line double decker buses that run frequent services between the city and the Northern Beaches. These incredibly popular buses are maintained by State Transit staff at Mona Vale and Brookvale depots.

Strategies

- To provide effective management and stewardship of our assets
- Be a centre of excellence for bus asset management across the Transport cluster

Actions

- Design and operate our maintenance programs to increase our productivity to meet the challenges of our operating environment
- Deliver and maintain the Asset Maintenance Plan, and maintain our assets in accordance with industry practice
- Work with OEMs to optimise maintenance cycles and productivity

Key Performance Areas

- Efficiency of maintenance programs
- Improve asset performance, reliability and availability

Objective 6

People and Culture

State Transit has a diverse workforce of more than 4100 people, the majority being bus operators. We know that our people are our best asset and developing talent and skills in our staff is a priority for our People and Culture team.

Working at State Transit has a number of advantages, including stable employment as a NSW Government agency, and our ongoing bus operator recruitment open days are indicative of the number of people who are keen to work with us.

Strategies

- Plan and manage our staff resources to ensure the cost-effective delivery of our services
- Retain and build skills, capability and equity in operational and corporate areas
- Through consultation, build strong and effective relationships with our Transport for NSW business partners

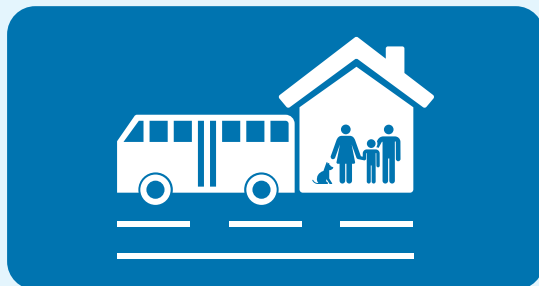
Actions

- Maintain our operational staffing levels
- Embed diversity and inclusion strategies to achieve a capable, engaged and representative workforce
- Deliver learning programs in a cost efficient manner to ensure that customer service and performance standards are achieved
- Work collaboratively with Transport Shared Services to implement recruitment plans and develop strategies to meet equity and inclusion targets

Key Performance Areas

- Develop operational and corporate staff to improve customer service objectives
- Regular consultation with Transport for NSW to optimise our operating partnership
- Improved trends in staff engagement
- Improved staff retention and turnover rates
- Reduction in recruitment timeframes
- A more inclusive workforce with increased representation of female leaders and diverse ethnic groups

Our Values



Work safe, home safe

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

We are moving Sydney

We are proud of the great customer service we provide.

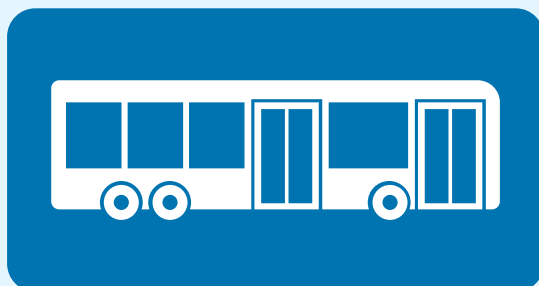


One team

We are proud to be part of State Transit and working 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.

Sydney Transit Authority is a NSW Government Agency

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