



Strategic Plan 2021



Transport
State Transit

Key Objectives and Strategies



FOCUSING BETTER ON OUR CUSTOMERS

*Delivering a positive whole
of journey experience*

This is Who We Serve

- Understand our customer needs and expectations more accurately
- Implement customer service innovation faster
- Expand Real Time/ Easy Access customer information systems
- Enhance collaboration with transport stakeholders across NSW



SERVICE DELIVERY AND GROWTH

*Operating as contracted, and
meeting emerging needs*

This is What We Do

- Enhance our current Service Delivery Strategy to drive core, 'must do' activities
- Develop network growth scenarios and solutions
- Improve operational support services to match current and new service needs
- Improve sharing of best practice in operations



NEXT GEN STATE TRANSIT

*Innovating and
being agile*

This is Our Future

- Implement new technologies as an enabler of innovation
- Develop alternative network propositions to achieve superior results
- Streamline business processes to increase productivity, reduce costs and deliver better outcomes



IMPROVED FINANCIAL AND COMMERCIAL SUSTAINABILITY

*Viable, value for money
and competitive*

This Builds Our Credibility

- Set, assess and revise financial and commercial performance standards
- Enhance the financial and commercial acumen of middle level managers
- Improve alignment of asset investment with business need
- Design a Finance Transformation Program around capability of new back office systems



OUR PEOPLE AND CULTURE

*Engaged, adapting
and performing*

This is Key to Succeeding

- Review Organisational Design and performance standards
- Build key staff competencies
- Recruit, develop and recognise people to match business needs
- Adapt the State Transit culture to the new operating context



SAFETY AND ENVIRONMENT

Core to everything

This is Non-Negotiable

- Implement Safety and Environmental Programs through active engagement with staff and customers
- Promote a culture of safety and environmental responsibility through new operating models
- Position State Transit as the operator of choice for safety and environment leadership advice for the bus industry

Vision: we are the leading provider of bus transport services, demonstrably competitive on customer service, performance and value for money measures with all other bus service providers in the NSW network. We are innovative and credible bus transport leaders influencing the design of the networks. We take a leading role in providing the wider industry with expert advice on key bus matters.

Purpose: we move people safely, comfortably, reliably and efficiently between the key moments of their daily lives.

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State Transit stands on the threshold of the next phase of its development.

WHAT WE DO NOW...

We are a proud provider of public transport to the public of Sydney with a heritage stretching back over more than eight decades. We move over 640,000 customers daily as they go about their daily lives: commuting to work, to school or to leisure activities. We are very much part of the community. We aim to provide these services with the highest possible focus on safety, comfort, reliability and efficiency. We enjoy our role in our customers' lives. This is our Purpose.

The enormous amount of experience in State Transit enables us be a 'Centre of Excellence' when advice is required on anything to do with buses. This advice helps both the regulators and the private industry. This needs to continue.

We have a workforce of more than 4,500 staff who each play an important role in helping to deliver the standard of service our customers expect from us. Whether it's our bus operators who are the frontline of our business; our maintenance staff who keep our buses serviced to the highest standard; or our support staff working hard behind the scenes – everybody helps to keep our city moving.

We operate in a contestable environment, delivering public transport services under four Sydney Metropolitan Bus Service Contracts (SMBSC). State Transit is remunerated under these contracts by Transport for NSW, and these payments form the operating budget for achieving the objectives and delivering the actions set out in this Plan. Our capital budget is as per NSW budget papers, and budgets are allocated to programs within this plan.

We have responded successfully to more recent changes in the Sydney public transport network as the CBD and South East Light Rail takes shape. We have implemented new technologies to enhance the experience for our customers and improved the level of service information we can provide throughout the journey. Our successful Quality Customer Outcomes projects across five project streams have made a difference to our service delivery encompassing all areas of the bus trip.

WHAT WE PLAN TO DO...

This is not enough as we look forward to 2021. The operating environment for our services will continue to change rapidly. The public transport network will continue to evolve, new services will be required, customer service expectations for more personalised service will rise significantly; new digital technologies will be developed; and we will explore autonomous vehicles.

We also need to perform well in a competitive environment and the emphasis on using every dollar wisely will remain. We must provide 'value for money' for the travelling public and taxpayer of NSW. Our operating model will change to reflect the increasingly competitive nature of our business. The State Transit of 2021 will be quite different to the State Transit of 2016.

This is our reality. This is also our opportunity. We are using our expertise and experience to help shape the networks in Sydney.

However, as we adapt our business, we still need everyone focussed on delivering a safe and high standard of service and that our communication with our customers is second to none. We need our customers to be on this journey with us – literally and figuratively.

Our Strategic Plan 2016-2021, highlights the way forward for State Transit. We know our business and this plan will help us stay focussed on our underlying objectives: delivering safe and reliable services; providing value for money for the community and the Government; reducing our environmental footprint; and looking to the future by supporting and developing our people.

Please join us on this next phase of State Transit's journey.

Steffen Faurby
Chief Executive



Our Operating Environment

We know that we are very experienced and capable of delivering thousands of bus services each day to the people of NSW. We also know that the services and standards expected of us today will not match the expectations placed on us by customers and our stakeholders over the coming five years.

We recognise that there are a number of major trends impacting how we think about and then plan for the future.

CHANGING CUSTOMER EXPECTATIONS

Sydney is constantly evolving. It is increasingly a 24/7 City with extended travelling peaks as work for many Sydneysiders is no longer confined within conventional 9-5 hours. It will have a projected population in excess of 5 million in 2021, many of whom will choose to use public transport regularly. Our customers will expect rapid, accurate and personalised information about services they choose to use. They also expect a safe, courteous and comfortable experience when using our services. We have to succeed at balancing all these service delivery challenges.

CHANGING PUBLIC TRANSPORT NETWORK

The significant investment in new public transport infrastructure will respond to the rising demands from the travelling public across all modes. State Transit will need to constantly adapt its services and integrate even better with other modes of public transport. We need to integrate well with trains, light rail, ferries and privately owned bus operators with whom we share the responsibility for moving Sydney's bus passengers.

CHANGING STAKEHOLDER EXPECTATIONS

State Transit is accountable for its performance to the Minister for Transport and Infrastructure, Transport for NSW and ultimately the taxpayers of NSW. We know we need to perform well consistently and competitively to be considered for future extensions to our operating contracts. We must be able to be compared favourably

with other operators. The taxpayers of NSW expect that we continually improve the value for money our services provide.

We are also interdependent with many other external stakeholders such as bus industry organisations, business and community groups, unions, health and education sectors, retail and entertainment organisations and other Government Agencies. Their needs are constantly changing as they respond to their operating context. We must foster and maintain good relationships with them through regular communication and decisive action.

We also know that our planning must align with the plans and expectations of Transport for NSW and the Premiers Priorities.

CHANGING OUR EXPECTATIONS OF OURSELVES

Our proud history suggests we have adapted to many cycles of change. This willingness to change needs to accelerate in the course of this coming five years. The leadership of State Transit is adapting and we will need to think differently about our staff too. The average age of our staff suggests that we will need to attract and retain many new staff members to meet our growing demand for services. We will take this opportunity to increase the diversity in our workforce. We need therefore need to be seen as employee of choice for anyone seeking to work in public transport.

This Strategic Plan 2021 will help us maintain our priorities as we design and implement changes over the next five years.



Vision Statement 2021

State Transit is an integral part of the community and helps build the success of NSW.

We provide connections for people in and between the key moments of their daily lives in work and play, night and day. We give people a simple and easy choice about their modes of transport. Improving how we interconnect with other modes of public transport to help our passengers on their daily journey is very important to us.


Our aspiration is that we are the leading provider of bus transport services, demonstrably competitive on customer satisfaction, performance and value for money measures with all other bus service providers in the NSW network.

We are innovative and credible bus transport leaders influencing the design of the networks. We take a leading role in providing the wider industry with expert advice on key bus matters.

We will not be a drain on the taxpayer when there are always other competing community demands for limited Government funds. This means we are thinking and operating differently. We have become experts in implementing change: new technology, new services, new structures. We act in ways that are more commercial and supported by an innovation mindset. We continually challenge ourselves to improve by benchmarking against global operators using comparative performance standards.

State Transit is known for its highly skilled and experienced transport specialists. If a career in transport is desired, be it public or private sector, then working in State Transit is valued highly.

2021: the values that guide our behaviours



**We value
customers**

**We
lead by
example**

We collaborate

**We are
safe**

**We
develop
our
people**



We lead by example

We know our business and we trust our judgement. We are prepared. We make good decisions focussed on achieving our objectives. We take responsibility for our actions. We have an eye to the future, developing innovative solutions in an ever changing network. We are recognised as industry leaders.

Leading by example is

- ✓ Setting the right tone at the top
- ✓ Taking responsibility
- ✓ Making good, considered decisions
- ✓ Doing it right the first time
- ✓ Planning and being proactive
- ✓ 'Walking the Talk' as role models
- ✓ Considering the wider bus industry impact when making decisions
- ✓ Being innovative and embracing change

We value customers

We place the customer at the centre of everything we do. We listen and we respond to our customers' needs. We build our customer service skills. We are responsive to feedback and are always looking for opportunities to improve our services to the community.

Valuing customers is

- ✓ We actively look for opportunities to serve our customers better
- ✓ Being concerned when our customers are disappointed.
- ✓ Proactively seeking feedback from the community
- ✓ Willingly comparing our customer service with other external organisations

We collaborate

We listen to our people and our customers.
We work together to develop network solutions.
We value diversity and respect people's different
opinions and experiences. We understand that
a diverse range of opinions yields better results.

Collaboration is

- ✓ Playing as a team – within teams and between teams
- ✓ Seeking out those with alternate perspectives
- ✓ Sharing information and knowledge
- ✓ Educating our stakeholders

We develop our people

We know that our people are our best asset. We identify and develop talented individuals and recognise the good things that our people do. We create opportunities for people.

Developing our people is

- ✓ Recognising and acknowledging good performance
- ✓ Investing in education and training
- ✓ Identifying staff who have potential and building their capability

We are safe

This is a non-negotiable. We act with safety in mind in everything we do for our customers and for ourselves. Everyone deserves to go about their daily lives without being concerned for their safety.

Being safe is

- ✓ Looking out for actual and potential safety issues
- ✓ Treating near misses with seriousness
- ✓ Adapting to the special circumstances of our travelling customers – e.g. aged, less mobile, very young
- ✓ Putting in extra effort to make all activity safe





