



Transport
State Transit

CORPORATE PLAN 2019-2020



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CHIEF EXECUTIVE'S MESSAGE

State Transit has a long and proud 86-year history of transporting our customers across cities and towns, getting them to where they need to be as quickly, safely and comfortably as possible. This year we'll move around 150 million customers across Sydney's eastern suburbs, northern beaches, lower north shore and part of the north-west in a challenging operational environment.

Since November 2017, an invigorated executive team and revamped operational structure has resulted in State Transit surpassing expectations on a number of fronts. This has included customer complaints falling 43 per cent from February 2018 to February 2019; our customer satisfaction climbing to 91 per cent (the highest it has been since November 2016) and our Lost Time Injuries have reduced 60 per cent from last year.

In the last 12 months we have focussed on three key business priorities in order to deliver the best services we can for our customers. These are: **safety, customer satisfaction and reducing costs**. To ensure this report is comprehensive, we have added detail on **People & Culture** – as people are at the heart of what we do.

Reducing costs has been a targeted program to improve business efficiencies and remove unnecessary wastage. It has included initiatives to better design our network and find

opportunities to identify where day-to-day costs can be saved and process improvement to our systems can be made.

The safety of our people and our passengers is paramount. We have instigated a number of programs to highlight the importance of a safety-first culture - internal safety leadership workshops, public information campaigns and safety 'town hall' sessions with our bus operators and maintenance people.

Customers are at the centre of everything we do, and their satisfaction is important to us. To help meet their expectations, a centralised customer feedback team has been embedded in State Transit, a new induction program has a strong focus on customer service, and an internal communications campaign encourages our people to 'Be the Best They Can Be'.

One of our greatest achievements from 2018 was the introduction of the 333 Bondi Link 'turn up and go' service from Circular Quay to Bondi Beach. This high-frequency, high-capacity service has seen more than four million passenger trips since its introduction last September. I am most proud of this State Transit-led service change.

We have made significant in-roads into improving what we do, and how we do it. The next 12 months we will be building upon the strong start we have made.



Steffen Faurby
Chief Executive
State Transit



STATE TRANSIT HIGHLIGHTS



Passenger Journeys
149 million (annual)



Fleet

1448 buses
including B-Line



No. Routes operated

783



Employees

3439



Kilometres Travelled

69.6 million (annual)



Accessible Buses

92 per cent of fleet



CCTV coverage

100 per cent of
fleet



Customer Satisfaction

91 per cent

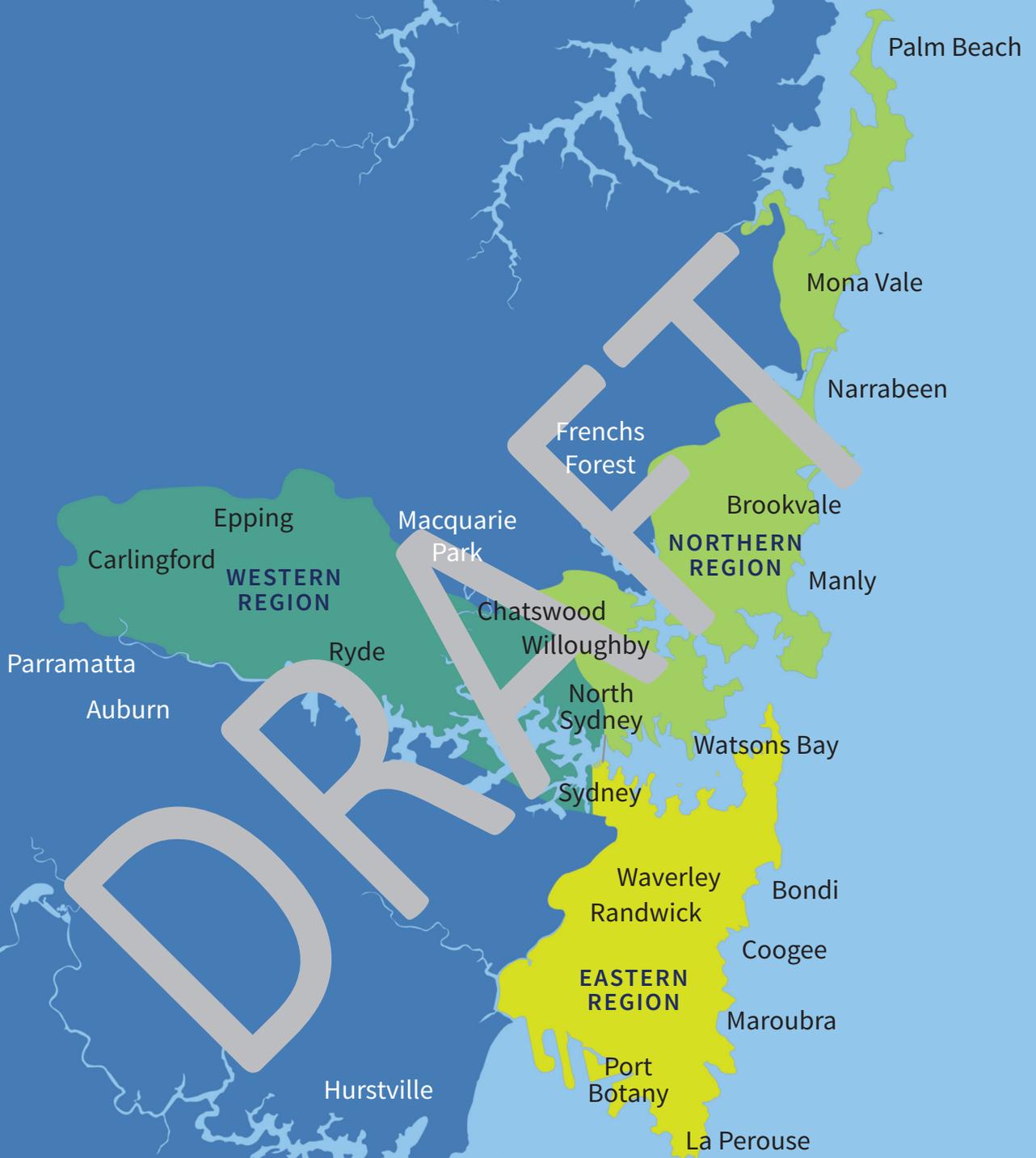


Lost Time Injuries

↓ 60 per cent
(year on year)

NETWORK MAP

Sydney Service Area





STRATEGIC ALIGNMENT

State Transit is committed to the delivery of the NSW Government Premier's Priorities which are further detailed in the TfNSW Corporate Plan (Connecting NSW).

Transport for NSW as the lead Transport Agency for NSW has a primary responsibility for co-ordinating transport policy, funding allocation, asset management and planning for all modes of transport.

NSW Premier's Priorities

The Premier has outlined 12 major areas of reform to grow and improve the NSW economy. As a Transport agency, State Transit is required to directly contribute to maintaining and improving the reliability of public transport services and to the below public sector priorities:

Premier's priorities:

- Creating 150,000 new jobs by 2019
- Improving customer satisfaction with key government services
- Driving public sector diversity

Transport Cluster Strategy 2029

State Transit's strategic objectives align with Transport for NSW's Strategy which sets out the priorities, principles and commitments for solving the transport challenges and enhancing customer experience over a 10-year horizon.

The three fundamental principles underpinning the strategy are embraced by all transport agencies and focus the collective thinking both strategically and at the operational frontline. They are:

➤ Greater Good

Our larger purpose and vision as a cluster is to enable the broader social and economic outcomes of the community, creating public value by acting in the public interest. This means that we always consider the benefits and impacts of our work for the whole cluster, for places and regions and for our customers.

➤ Customer at the Centre

Understanding what our customers need, expect and value should shape all our thinking – not just about specific end-to-end journeys but about how transport shapes and enables their whole lives.

➤ People at the Heart

We always want to pay close attention to the wellbeing and safety of our people, and to ensuring everyone belongs. We design our work and workspaces so people can express their full passion and creativity.



**INCIDENT
RESPONSE**

STATE TRANSIT'S VISION

In 2018, we introduced a fresh new vision for State Transit:

'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'

Our 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 they can be

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

1651



Transport
State Transit

MARSFIELD 29
VIA FONTENROY RD 29



OUR PLAN

The State Transit Corporate Plan 2019-2020 provides a blueprint for our strategic direction over the next 18-24 months.

While our focus will always be delivering the best bus services for our customers, behind the scenes much work is being done in setting new priorities, allocating resources for optimal performance and improving our cost effectiveness. Innovation is a theme that will be given more attention now that our business performance is more robust.

The Corporate Plan reflects our priorities:

- Safety
- Customer Satisfaction
- Reducing Costs, plus
- People & Culture

OUR OPERATING ENVIRONMENT

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 (SMBSCs).

We are remunerated by Transport for NSW, which designs the operating budget. Within this budget our aim is to achieve success in the three priorities mentioned above – safety, reducing cost and customer satisfaction.

These 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





SAFETY

At State Transit, the safety of customers and our people is top priority.

We will continue to drive improvement through our focus on a 'safety first' workplace culture that is supported by a robust program of initiatives - central to which is engagement with our people.

Our strategic focus for 2019-2020:

- **Operating safe, secure and accessible bus services for our customers and our people.** To do this we need the right systems, infrastructure and embedded behaviours that will ensure safety is front of mind not just for our bus operators, but for our maintenance and corporate employees as well
- **Maintaining a safety-first workplace.** We are striving for a positive culture that prioritises the safety and wellbeing of our people. Our safety team comprises passionate people who regularly engage with our depots to guide and encourage the uptake of adherence to safe work methods, responding promptly to incidents and continuously investigating ways to improve our procedures to minimise or eliminate safety risk
- **Driving down the numbers** of passenger falls, bus operator assaults and other injuries on our buses
- **Devising and embedding policies** that reduce the number of collisions with other vehicles and pedestrians

Measuring Success

- Reduced assaults on bus operators
- Reduced frequency and severity of employee lost time and medical treatment injuries
- Reduced passenger falls
- Reduced collisions (with other vehicles and pedestrians)

Key actions and initiatives:

- Delivering a new safety, health and environment incident reporting and management system that improves real-time reporting and provides better analytical capability that identifies and addresses the root cause of incidents, and informs education campaigns
- Promoting the safest possible on-board environment for customers that reduces the frequency of injuries from falls. Increasing the presence of safety campaigns, such as 'hold on' messaging on buses; awareness-raising material aimed to assist seniors to travel safely and comfortably on our buses, providing de-escalation training for bus operators dealing with anti-social behaviour by passengers
- Collaborating further with NSW Police Force, especially the Police Transport Command, and Transport for NSW to further reduce the trends in anti-social behaviour and criminal offences on buses (with a focus on protection of bus operators from assault)
- Introducing advanced digital technology to enhance the capability of CCTV security equipment
- Implementing a range of programs aimed at reducing the frequency and severity of workplace safety incidents
- Trialling collision-avoidance technology Mobileye on our 38 double decker B-Line buses that run services on the Northern Beaches
- Expanding our health and wellbeing programs for bus operators, including on-site physiotherapy consultations and a targeted incident response and specialist triage and medical service
- Improving the capability of operational on-road response to incidents through introduction of a revised training delivery framework



CUSTOMER SATISFACTION

At State Transit, we place the customer at the centre of everything we do. To provide a safe, smooth and reliable service every day, we have renewed our focus on the bus network to enhance and update services.

Our commitment to our customers is reliability and accessibility.

Our strategic focus for 2019-2020

- **Continuing our collaboration with Transport for NSW** regarding to the Future Transport Strategy and delivering mobility solutions between the places of tomorrow
- **Working cross-functionally within State Transit to drive network efficiencies.** Become innovative by 'doing things differently'. Seek opportunities to create new services that better suit and reflect the community's needs
- **Increasing our current customer satisfaction rating** from 91 per cent
- **Further improving the customer experience** by using data from our centralised Customer Feedback team, and through bi-annual customer surveys
- **Improving the quality and availability of customer information** about services, particularly at bus stops and on board.

Measuring Success

- Improved punctuality and on-time running results (achieving our 95 per cent target in all three regions)
- Creation of a culture focused on customer service
- Enhanced operational efficiency and financial sustainability
- Embed network changes, creating more frequent, high-capacity services
- Improved timetable and service information for our customers on board and at bus stops/shelters/interchanges

Key actions and initiatives for 2019-2020

- Providing better on-board information and technology. Experts from our Customer Operations team and Asset Management Division are working collaboratively to seek better options to display trip information on-board buses ie Passenger Information Displays
- Delivering a new dimension in Bus Operator Training which is centred on how the bus operator can enhance the customer experience. Another dimension to this program is professional development and talent mapping
- Collaborating with Transport for NSW for consistent delivery of wayfinding information at our bus stops and bus interchanges
- Strengthening the centralised Customer Feedback team to be able to respond quicker - and in a more meaningful way - and to use feedback that will inform policy and awareness raising programs that will engender positive behavioural changes
- Building on the huge success of the 333 Bondi Link 'Turn up and go' services, collaborate with Transport for NSW to design a bus network that ensures communities have convenient access to frequent, high-capacity services
- Renewing focus on scheduling and network enhancements that improve on-time performance which increases customer satisfaction



1566

AUTHORISED TO CARRY
62 PASSENGERS
44 SEATED
18 STANDING

40

WHEN LIGHTS FLASH

TICKETS NOW ON SALE

OCTOBER 20-27 INVICTUSGAMES2018.ORG



INVICTUS
GAMES

SYDNEY 2018

M
O
1566
NEW SOUTH WALES

DO NOT OVERTAKE
TURNING VEHICLE

REDUCING COSTS

Targeted cost reduction, productivity improvement, simplified work practices and a commitment to sustainability is key to improving our 'cost of operations per kilometre' performance.

With more than 1470 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 strategic focus for 2019-2020

- **Identifying opportunities for business improvement and strengthening commercial practices** to reduce the cost of our operations on the taxpayer
- **Reinvigorating technology delivery** with an internal focus on digital workflow, removing inefficient processes and enabling better accessibility to data and analytic tools
- **Achieve compliance objectives** and optimise controls
- **Continue to deliver accessible bus targets by 2021**
- **Maintain State Transit's superior position in bus asset maintenance** and expertise across the Transport cluster

Key actions and initiatives

- Using our membership of the International Bus Benchmarking Group (IBBG) to improve performance through benchmarking with global bus operators
- Implementing further enhancements to the new payroll system (ERP) and continuing to streamline processes
- Delivering and maintaining fleet assets to optimise maintenance cycles and productivity
- Continuing to invest in technologies to improve maintenance efficiency
- Improving sustainable business performance with ongoing programs to reduce noise, waste reduction and contamination
- Continuing to identify further environmental risks
- Enhance our environmental sustainability through our planning, decision-making and operational processes
- Progressing the trial of 10 electric buses and supporting delivery of the NSW Government's Electric and Hybrid Vehicle Plan

Measuring Success

- Met operating and capital budgets
- Reduced the cost of operations per kilometre
- Delivered improved fleet performance
- Achieved zero reportable environmental incidents
- Maintained optimal fleet performance in accordance with contract requirements
- Decreased Greenhouse emissions footprint
- Delivered new buses into the fleet
- Replaced retiring buses with the latest Euro 5 buses
- Achieved the baseline emissions target of the Clean Energy Regulator
- Reduced the impact of noise on our stakeholders



PEOPLE & CULTURE

State Transit has a diverse workforce of more than 3500 people, the majority being bus operators. We recognise that people are at the heart of what we do and our focus areas are to attract, retain, develop and ensure compliance with current and future business objectives.

We are committed to embedding a positive culture through our values and a dedicated internal communications program '*Be the best you can be*'.

Our strategic focus for 2019-2020

- **Continuing programs to maintain full establishment** of bus operators
- **Continuing to drive a positive culture** within the organisation
- **Developing initiatives to reduce costs** associated with absenteeism
- **Further development of the new Operational Training Team** and delivery of a professional induction program for new employees
- **Identifying and developing our next leaders** through talent mapping
- **Creating an effective leadership culture**

Measuring Success

- Improve retention of our people, with lower turnover and absenteeism rates
- Reduced recruitment timeframes
- Reduce absenteeism
- Deliver higher quality training outcomes
- Created a more diverse and inclusive workforce with increased representation of female leaders and Aboriginal employees
- Increased number of bus operators using the online driver portal, Digital Depot

Key actions and initiatives

- Refreshing bus operator training programs with a combined focus on safety and customer service. This includes training in emergency processes, customer satisfaction and how to 'be the best we can be'
- Continuing to refine our recruitment practices to 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 at the right time to deliver our operational and transformation projects
- Retaining bus operators, despite an industry shortage, through specific programs.
- Strengthening our leadership capabilities by focusing on the development of the Value and Extended Management Teams
- Lowering absenteeism
- Continuing to embed diversity and inclusion programs to achieve a capable, engaged and representative workforce
- Working collaboratively with Transport for NSW Shared Services to implement recruitment plans and processes to meet equity and inclusion targets
- Continuing the successful internal communications campaign '*Be the Best you Can Be*' to boost morale and create a positive, engaged culture
- Building upon internal communication channels (e.g. bus operators online portal Digital Depot, weekly CEO message, improved intranet and monthly newsletter) introduced by the Communications team in 2018



LEGISLATIVE CONTEXT

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

The Contracts set out how State Transit and Transport for NSW 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, marine transport 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 provide 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 service.
 - (i) **Safety:** To provide safe transport services in accordance with a safety regulatory framework.

State Transit operates for 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



Sydney Transit Authority is a NSW Government Agency

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