



Transport
State Transit

CORPORATE PLAN

2020-2021





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Leaders' Message

The State Transit Authority is a robust organisation with a proud 87-year history. We always remain strong in the face of adversity, and we've faced our fair share lately.

The global COVID-19 pandemic has provided challenges for our bus operation and our people. While enjoying the security of navigating the crisis as a government-owned essential service, we still required leadership and resilience to keep Sydney moving.

Inspiration came from our front line and operational staff who really stepped up. Our workforce of 3,400-plus pulled together during these tough times to ensure our more than 130 million customer journeys were provided with continuity of bus services to connect their lives.

It is a great privilege and responsibility, one we will continue to embrace as we work through a process of handing over our entire operation.

The NSW Government announced on 25 October 2019 that all Sydney Metropolitan Bus Service Contracts will begin to be run by new operators from mid-2021. As a result our remaining areas of operations, Regions 7, 8 & 9 will be transitioned to private transport operators.

During this transition State Transit's focus is on supporting our people through change and ensuring the continuity of services for our customers. I am confident we will achieve this

through standing by our vision, which is to provide 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.

Bus patronage has increased by more than 50 per cent over the past six years. This rate of growth outstrips that of any other form of public transport in NSW. With so many relying on bus services we value the importance of our role in helping bust congestion across Sydney, and take pride in getting every one of our customers to where they need to be as safely, quickly and comfortably as possible.

This Corporate Plan outlines the key priorities and initiatives State Transit will deliver between 1 July 2020 and 30 June 2021, 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 in a challenging environment
- Contribute to efficiencies across the Sydney Metropolitan Bus Network
- Operate in a financially sustainable manner for NSW taxpayers.

State Transit will work collaboratively with Transport for NSW, as part of Greater Sydney, to ensure the State Government's plans to transform Sydney's bus network are achieved for the hundreds of thousands of customers who rely on bus services every day.

Daniela Fontana
Chief Executive Officer
State Transit Authority



Elizabeth Mildwater
Deputy Secretary
Greater Sydney



State Transit Highlights



Customer Journeys 130 million (in 2019)



**No. Routes
operated**
779



Employees
3,462



Fleet
1420 buses



**Accessible
Buses**
92 per cent of
fleet



CCTV coverage
100 per cent of
fleet



**Customer
Satisfaction**
92 per cent



**Lost Time
Injuries**
↓ 45 per cent
(2018/19
financial year)



**On Time
Running (OTR)**
96.75 per cent
(in 2019)

Network Map

Sydney Service Area





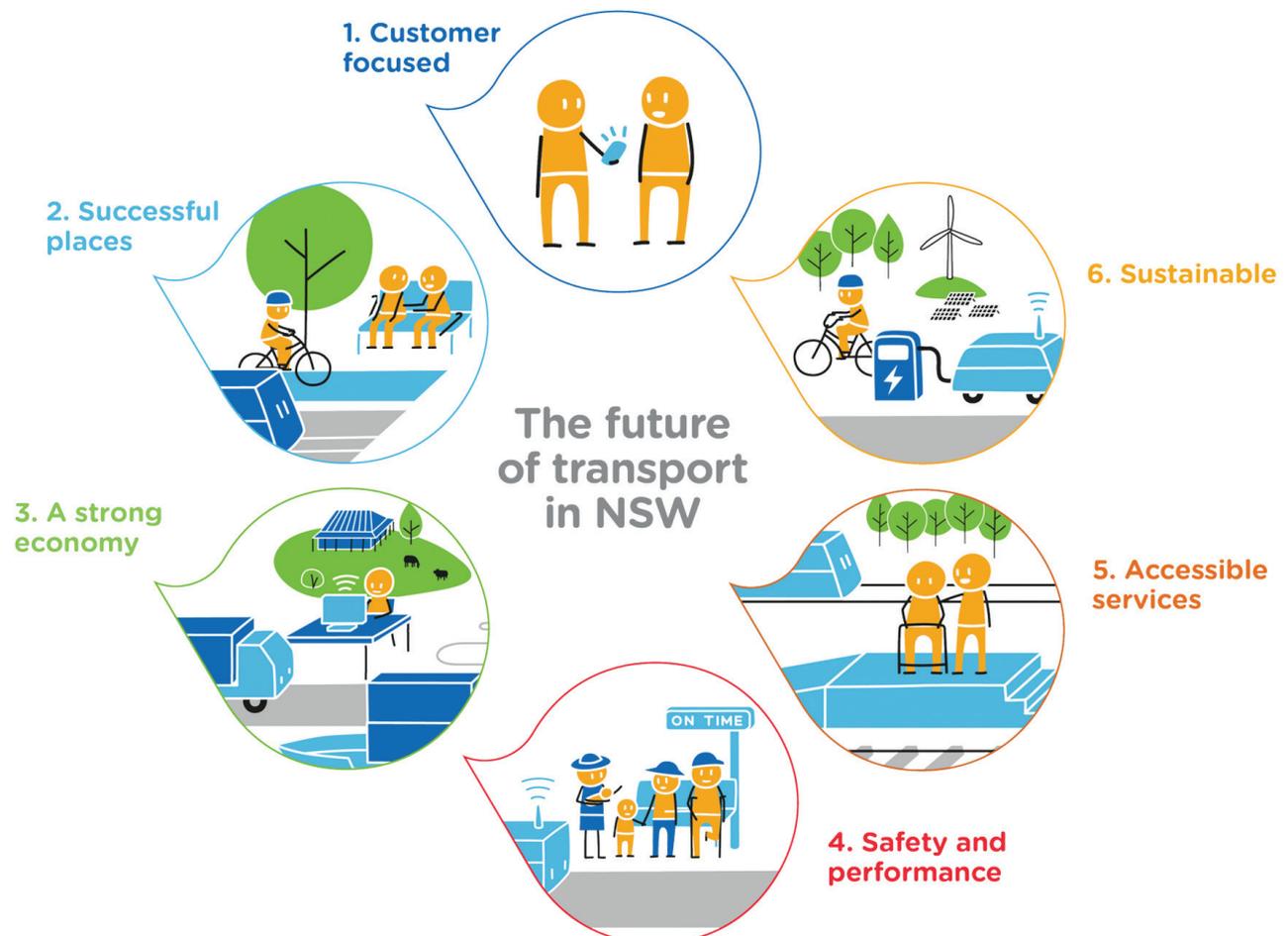
Strategy

State Transit is an integral provider of bus transport services in Sydney through its three Sydney Metropolitan Bus Service Contracts (SMBSC) with Transport for NSW (TfNSW). The Chief Executive of State Transit has a reporting line to the Deputy Secretary, Greater Sydney and works with other members of the Greater Sydney leadership team and across Transport. They work to redefine integrated transport choices to improve the lives of customers and communities, making Greater Sydney a better place to live, work and play.

The Premier has set new social priorities for the government to measure and deliver in areas that need improvement. The ambitious targets for Women in Leadership roles and Aboriginal employees will continue as **Premier's Priorities** and a new priority has now been included for employees with disability. State Transit will support the implementation of these priorities and targets to achieve best-practice productivity and drive public sector diversity.

Transport

Future Transport 2056 provides us with the vision and plans to achieve the future of transport in NSW, support the economic development of the State and working to deliver **integrated, connected and liveable cities**.





10 Year Blueprint

The TfNSW 10 Year Blueprint describes how value created for the people we serve and guides the role we play in **connecting our customers'** whole lives, making **successful places** for communities, supporting a strong economy and quality of life for the **people of NSW** and ensure **our people** thrive doing meaningful work.



Customers

Connecting our customers' whole lives



Communities

Successful places



People of NSW

Strong economy and quality of life

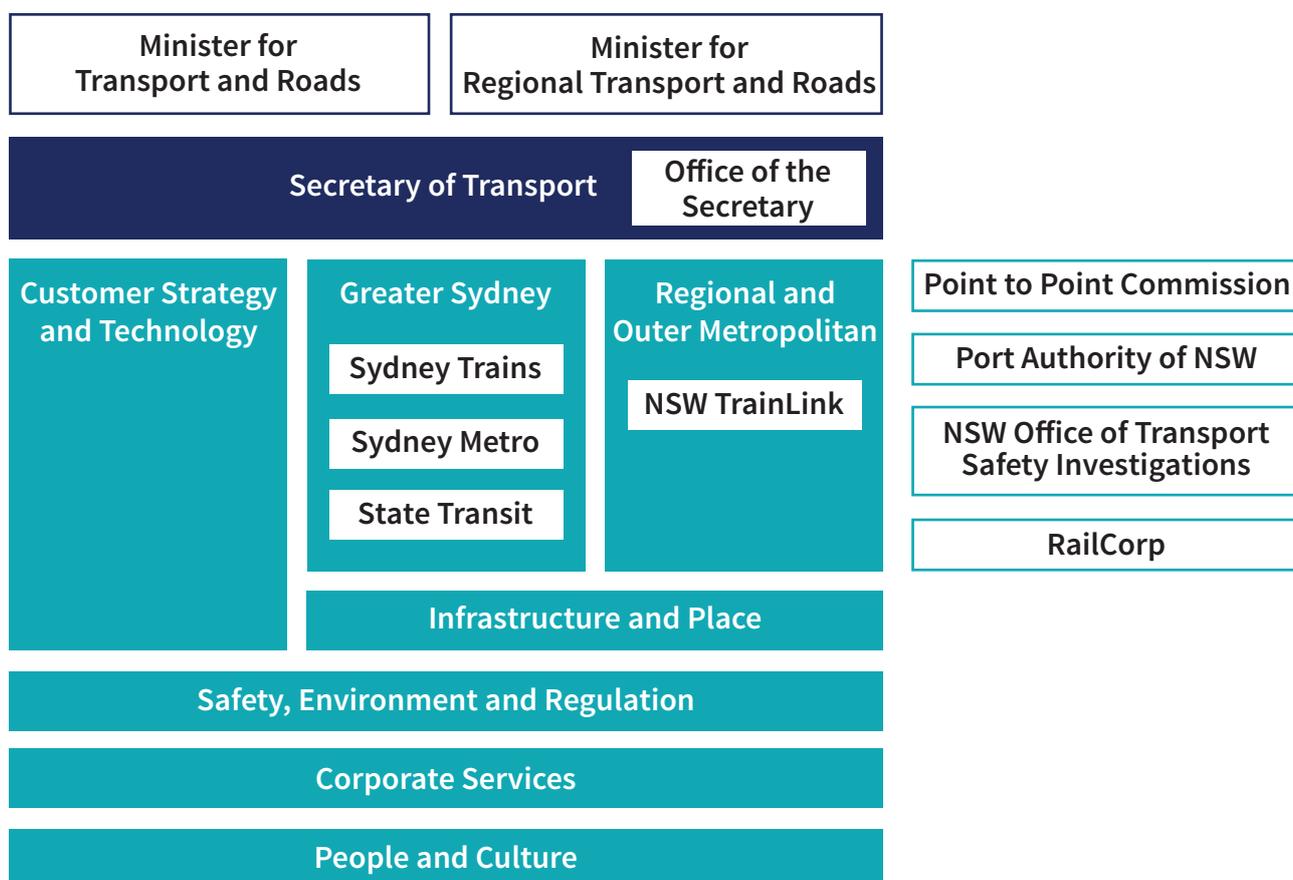


People of Transport

Thriving people doing meaningful work

Collaboration to deliver transport for the customers and communities we serve

From 1 July 2019, the Transport cluster has been operating in a newly integrated structure and environment. The new 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 now part of the Greater Sydney Division with our accountabilities focused on:

- Providing integrated transport services for customers and communities
- Planning, building and operating the Greater Sydney 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

Our Plan

“ 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



WHEN LIGHTS FLASH

AUTHORISED TO CARRY
65 PASSENGERS
47 SEATED
18 STANDING

**WHATEVER
YOU GROW
WILL SAVE
A BRO**



MOVEMBER.COM
SIGN UP OR DONATE

**DO NOT OVERTAKE
TURNING VEHICLE**

2568 ST
NSW - STATE TRANSIT

Our Purpose

The State Transit Corporate Plan 2020-2021 outlines the objectives, initiatives and performance measures over the final period of our operation.

In October 2019, the NSW Government announced the intention to invite Australian and International public transport operators to bid for contracts across 13 Sydney bus regions over the next three years, including the three remaining State Transit operated regions which will be put to Tender by early 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 2020-21 year, State Transit will continue to deliver public transport services in Sydney through its three Sydney Metropolitan Bus Service Contracts (SMBSC) with TfNSW. 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 TfNSW. Within this budget our aim is to deliver on our commitments which align with the accountabilities of the Greater Sydney Division and the TfNSW 10 Year Blueprint.



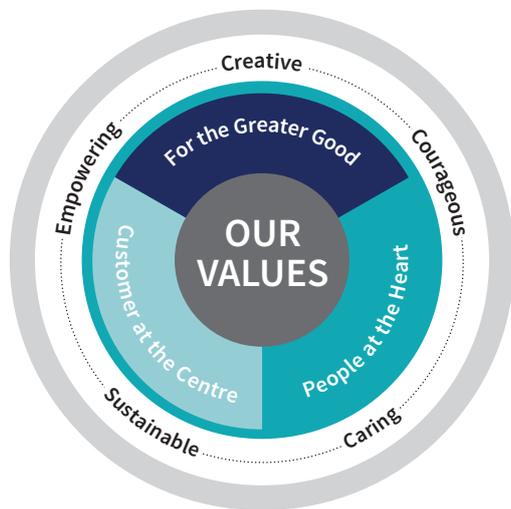
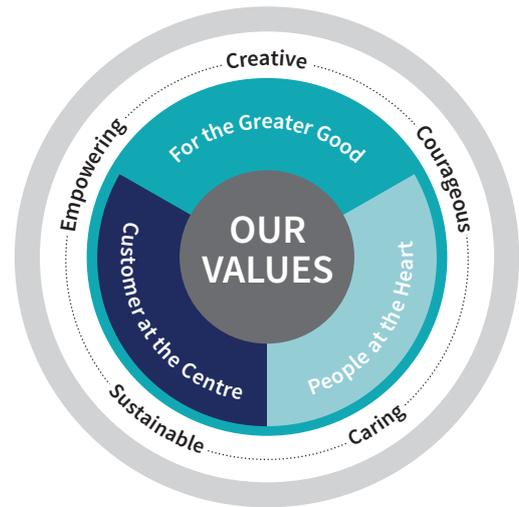
State Transit has three Core Principles:

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:

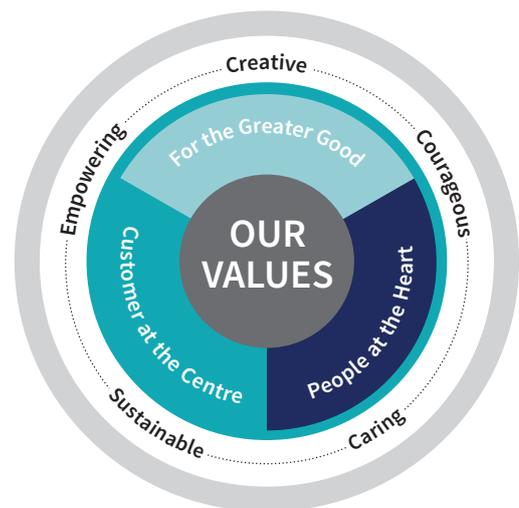
- Working within the TfNSW Governance Framework
- Establishing a project team at State Transit
- Development of a Transition Plan with TfNSW
- Preparing each depot for transition.

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, emergency response and recovery plans, maintaining our assets to optimal levels, engaging with our people to promote a positive safety culture and practices and providing education and public safety campaigns to ensure our customers move safely to their destinations.

Our strategic focus for 2020-2021:

- **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 drive down the numbers of 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.

MEASURING SUCCESS

- Reduction in the frequency of assaults on bus operators and reports of anti-social behaviour on buses
- Reduction in the frequency and severity of safety incidents
- Reduction in staff lost time and medical treatment injuries
- Fewer customer injuries and passenger falls
- Fewer collisions (with other vehicles and pedestrians)
- Reduced number of incidents leading to service delay
- Control absentee numbers as a result of change.

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 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 with a focus on reducing the frequency of injuries from falls, and raising awareness through on-going safety campaigns such as 'hold on' messaging on buses.
- Updating our older bus CCTV security equipment to enhance the quality and reliability.

CONTINUED ON PAGE 16

- Continued collaboration with NSW Police Force, especially the Police Transport Command and TfNSW, 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.
- Trialling new technologies to assist in safer bus operations.
- 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.
- 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.
- Introducing a simplified risk management approach.

Transport for NSW Reconciliation Action Plan Launch



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 mid 2021.

Our strategic focus for 2020-2021:

- **Continue working in partnership with TfNSW** to deliver place-based integrated service design and enabling the mobility ecosystem for improved transport connectivity.
- **Working cross-functionally in State Transit to drive network efficiencies** seeking opportunities to create new services 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%.**
- **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 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 TfNSW to design a bus network that ensures communities have convenient access to frequent, high-capacity services as well as delivering scheduling and network enhancements that improve on-time performance to increase customer satisfaction.
- Designing and 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 TfNSW 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
- Punctuality and on-time running results 95% 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 key objectives in providing ongoing public value and minimised 'cost of operations per kilometre' performance.

With more than 1450 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 2020-21:

- **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.
- **Boost business agility through transformation project delivery and technology to enhance existing digital capability**, remove old and inefficient processes and decision-making to be effectively based on data and analytic tools.
- **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 by 2021.
- Maintain State Transit's superior position in bus asset maintenance and expertise across the Transport cluster.
- Implement our Bus Fleet Management Plan.
- Transition our assets effectively and in good order to the new service operators.
- Through effective planning and co-operative actions, working together with TfNSW to manage the transition of State Transit operations and ensure residual organisational functions are managed.

Key actions and initiatives:

- Continue to streamline and improve processes and information/analytics for optimal decision-making through transformation projects.
- 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, analytics, field mobility and remote monitoring.
- Continue to deliver initiatives to reduce noise, greenhouse gas emissions, contamination and waste. Improve biodiversity and conserve energy.
- Update our bus fleet, retiring older generation models and replacing them with new models including 12 electric buses to support the NSW Government's Electric and Hybrid Vehicle Plan and to decrease our emissions footprint.
- Establish a Project Team structure, led by Executive Management and working in conjunction with TfNSW and key stakeholders to achieve a systematic and effective transition.

MEASURING SUCCESS

- Meet operating and capital budgets
- Sustain the reduced cost of operations per kilometre
- Deliver efficiencies and improved fleet performance, reliability and availability
- Deliver updated buses into the fleet
- Maintain optimum fleet performance
- Zero reportable environmental incidents
- Decrease Greenhouse emissions footprint and achieve the baseline emissions target of the Clean Energy Regulator
- Replace retired bus fleet with the energy efficient models
- 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 transition activity during the period of this Corporate Plan. It is a priority of all management to lead effectively to support our staff by embodying and demonstrating a positive change management culture.

Our strategic focus for 2020-21:

- 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:

- Bus operator development – we continually focus on our training programs for our front line 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 our talent. We have a variety of programs aimed at retaining our experienced and dedicated workforce.
- Providing support to our leadership by focusing on skills to lead change and empower 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 that meet or exceed the Premier's Priorities
- 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 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, 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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