



CORPORATE PLAN

2012–2014

OUR VISION

To transform Tasmania's passenger transport to be a travel option of choice.

OUR BUSINESS PURPOSE

To deliver urban mass transit passenger transport services.

OUR GOALS

GOAL #1

Lead the repositioning of passenger transport within Tasmania with key stakeholders.

GOAL #2

Put the customer at the centre of our business.

GOAL #3

Develop a skilled, engaged and healthy workforce.

GOAL #4

Grow the market by partnering with industry.

GOAL #5

Build a sustainable and progressive business.

OUR VALUES

SAFETY CONSCIOUS

Safety is everybody's responsibility. It is at the forefront of all of Metro's actions.

RESPECTFUL

Respect for the customer, staff and stakeholders, investing in individual and community growth and development.

COLLABORATIVE

Working in an approachable, communicative, responsive, transparent and consultative manner in everything we do.

COURAGEOUS

The courage to act to achieve Metro's vision and business purpose, even in the face of challenge or adversity.



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GOAL #1

Lead the repositioning of passenger transport within Tasmania with key stakeholders to contribute to shared goals of:

- improving social inclusion;
- improving community health and wellbeing; and
- reducing greenhouse gas emissions.

STRATEGIES

1. Engage with key stakeholders to understand and improve relationships. Key stakeholders are:
 - (A) Government –
 - Tasmanian Councils / Local Government Association of Tasmania;
 - State Government / *Tasmania Together*; and
 - Federal Government.
 - (B) Industry / sector participants.
2. Develop a survey of Metro's key stakeholders to measure passenger transport in general and Metro in particular:
 - overall perceptions;
 - contribution to improving social inclusion;
 - contribution to improving community health and wellbeing; and
 - contribution to reducing greenhouse gas emissions.
3. Implement the Stakeholder Management Plan including:
 - establishing an external stakeholder communication register;
 - establishing regular regional Metro external stakeholder functions;
 - information in regard to policy changes and operational issues is relayed to stakeholders early in the decision-making process;
 - developing and maintaining a Communications Action Plan; and
 - Providing information to key stakeholders about Metro's long-term strategies.
4. Develop and agree a uniform approval process for bus stops and shelters applications across Tasmania with Councils and State Government.

TARGETS

- Year 1: Undertake stakeholder survey and report results.
Process for bus stop and shelters applications developed and trial undertaken to determine the benchmark for the processing time.
- Years 2–3: Improve stakeholder survey results over previous year; and/or maintain positive perceptions of passenger transport in general, and Metro in particular at 95% or greater.
- Approval time for applications improves.

WHAT WILL SUCCESS LOOK LIKE?

Buses will be viewed as a viable and attractive option for transport in Tasmania.

Passenger transport will be considered as a serious option for responding to the issue of reducing greenhouse gas emissions.

Metro's views will be sought early and often in strategic and land use planning processes by its key stakeholders and others in this area.

Metro will be recognised by key stakeholders as a valued organisation competent to advise on passenger transport and related issues.

Metro's shareholders and stakeholders will accept and agree with the Corporate Plan.

Metro has a uniform approval procedure in place for bus stop infrastructure across Tasmania.



GOAL #2

Put the customer at the centre of our business.

STRATEGIES

1. Engage with customers through participation in key forums.
2. Survey Metro's customers to measure:
 - overall perception of Metro;
 - overall satisfaction with Metro;
 - perceptions of safety;
 - satisfaction with services; accessibility of services;
 - familiarity with and comprehension of Metro customer information;
 - satisfaction with the affordability of Metro fares; and
 - perception of value of Metro fares.
3. Implement the Network Plan including:
 - a hierarchy of services that focus on customer needs providing access to activity centres and able to respond to changing circumstances;
 - consistent and reliable passenger transport information;
 - quality bus stop and interchange infrastructure to facilitate transfer between services;
 - Park and Ride facilities;
 - a fleet replacement programme;
 - a depot optimisation strategy; and
 - bus priority measures.
4. Develop a Marketing Plan.
5. Provide up to date information to allow customers to make informed decisions

TARGETS

- Year 1: Undertake survey and report results.
Patronage growth in excess of 2%.
Measure and benchmark Metro's brand equity.
- Years 2–3: Improve survey results by 10% over previous year; and/or maintain customer satisfaction levels at 95% or greater.
Patronage growth in excess of 2% on the previous year.
Improve brand equity by 5% over previous year.

WHAT WILL SUCCESS LOOK LIKE?

- Patronage will increase
- Metro will have a well developed, trusted and reputable brand.
- Metro customers will recommend Metro services to others.
- Metro will have a positive public presence.
- Metro customers and prospective customers will be able to access up to date and easy to understand information from the website, Metro shop, on-road and Hotline.
- Bus priority measures, e.g. bus lanes, traffic light pre-emption and park and rides will become standard in major population centres



GOAL #3

Develop a skilled, engaged and healthy workforce.

STRATEGIES

1. All awards/agreements are compliant with Fair Work Australia requirements.
2. Develop a Strategic Human Resources Plan that identifies goals and actions to position Metro as a preferred employer by:
 - measuring employee satisfaction and responding to identified issues;
 - providing leadership across our business to all employees;
 - developing processes to enhance employee engagement; and
 - providing targeted training and development for a skilled workforce.
3. Improve employee fitness levels and increase employee awareness of the basics of healthy living.
4. Develop, document and introduce HR procedures/policies to ensure consistent application across the organisation.
5. Develop and implement improved communication practices across the organisation.

TARGETS

- Years 1–3:
- All awards/agreements are compliant with Fair Work Australia requirements.
 - Decrease in the amount of sick leave taken.
 - Improvement in employee ratings of Metro in the climate survey.
 - Increased training opportunities for all staff.
 - Increase the percentage of staff who understand and commit to Metro's Vision, Purpose and Values.
 - Increase the percentage of staff who have annual performance appraisals.
 - Increase the percentage of staff who believe they have the skill and resources to do their job to a high standard.

WHAT WILL SUCCESS LOOK LIKE?

Attendance will be increased across the organisation.

Every Metro employee will have a position description and regular performance appraisals.

Metro employees will have every opportunity for development and training as per their performance development plan.

All Metro employees will have the opportunity to have their say and will be listened and responded to.

Employees will be confident that their grievances/issues will be dealt with fairly and consistently.



GOAL #4

Grow the market by partnering with industry.

STRATEGIES

1. Work with industry participants to ensure an integrated passenger transport network through:
 - the development of high quality interchange locations;
 - service, timetable and fare integration across operators;
 - the development of a strategic park and ride locations; and
 - improved provision of customer information.
2. Roll out Greencard across Tasmania to all passenger transport operators.

TARGETS

- Year 1: 95% of planned transfers between connecting services occur within 10 minutes.
- The percent of boardings made using a Greencard increases to 65%.
- Urban and non-urban fare structure review undertaken.
- Years 2–3: 95% of planned transfers between connecting services occur within 10 minutes.
- The percent of boardings made using a Greencard increases to 80%.
- Integrated urban and non-urban fares and ticketing implemented.
- A single website for all passenger transport information is developed.

WHAT WILL SUCCESS LOOK LIKE?

Passenger transport across Tasmania will increase.

There will be high quality park and ride and interchange facilities that enable passengers to transfer between services and operators.

There will be integrated fares, tickets (Greencards) and timetables across Tasmania.

There will be one website for all passenger transport service information across Tasmania.



GOAL #5

Build a sustainable and progressive business.

STRATEGIES

1. Develop a zero tolerance for workplace accidents, through:
 - measuring severity and frequency of workplace and vehicle accidents;
 - promotion of safety and innovation in all aspects of the business; and
 - ensuring compliance with Occupational Health and Safety (OHS) policies and procedures.
2. Reduce reliance on Government funding through:
 - managing operating costs;
 - increasing revenue;
 - improved asset management;
 - more effective use of Metro's assets; and
 - business development.
3. Reduce Metro's carbon footprint through:
 - development of an Emission Reduction Plan (ERP), including an Energy Efficiency Audit (EEA) and annual targets; and
 - establishment of Climate Action Teams within Metro to aid with delivery of the ERP and achieving targets to reduce Metro's carbon footprint.
4. Develop a Corporate Social Responsibility Policy to ensure Metro's actions are having a positive impact on the public sphere.
5. Benchmarking of Metro's performance against similar organisations.

TARGETS

- Year 1: Meet financial targets.
- Measure baseline compliance with Metro's OHS procedures.
 - Reduce Lost Time Injury Frequency Rate by 5%.
 - Reduce at fault vehicle accidents per 1,000 kilometres by 5%.
 - Reduce Metro's carbon footprint by ratio developed in ERP and EEA.
 - Undertake a depot optimisation study and report recommendations.
 - Develop a Corporate Social Responsibility Policy.
- Years 2-3: Meet financial targets.
- Improve OHS policy and procedure compliance by 10%.
 - Reduce LTIFR by 5% over previous years.
 - Reduce at fault vehicle accidents per 1000km by 5% from previous year.
 - Reduce Metro's carbon footprint by ratio developed in ERP and EEA from previous year.

WHAT WILL SUCCESS LOOK LIKE?

- Metro will have no lost time workplace accidents.
- Greencard will be rolled out across Tasmania.
- Metro depots will be located to maximise efficiencies.
- Metro's insurance premiums will be reduced due to reduced accidents.
- Metro will be in the top 5% of bus companies that it benchmarks against.



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