



CORPORATE PLAN

2017–2020

OUR VISION

To be an attractive travel option contributing to an integrated public transport network in Tasmania.

OUR BUSINESS PURPOSE

To be a sustainable bus company connecting people and communities.

OUR GOALS

Goal 1

Focus on our customers.

Goal 2

Operate a financially sustainable business.

Goal 3

Deliver high quality, reliable services.

Goal 4

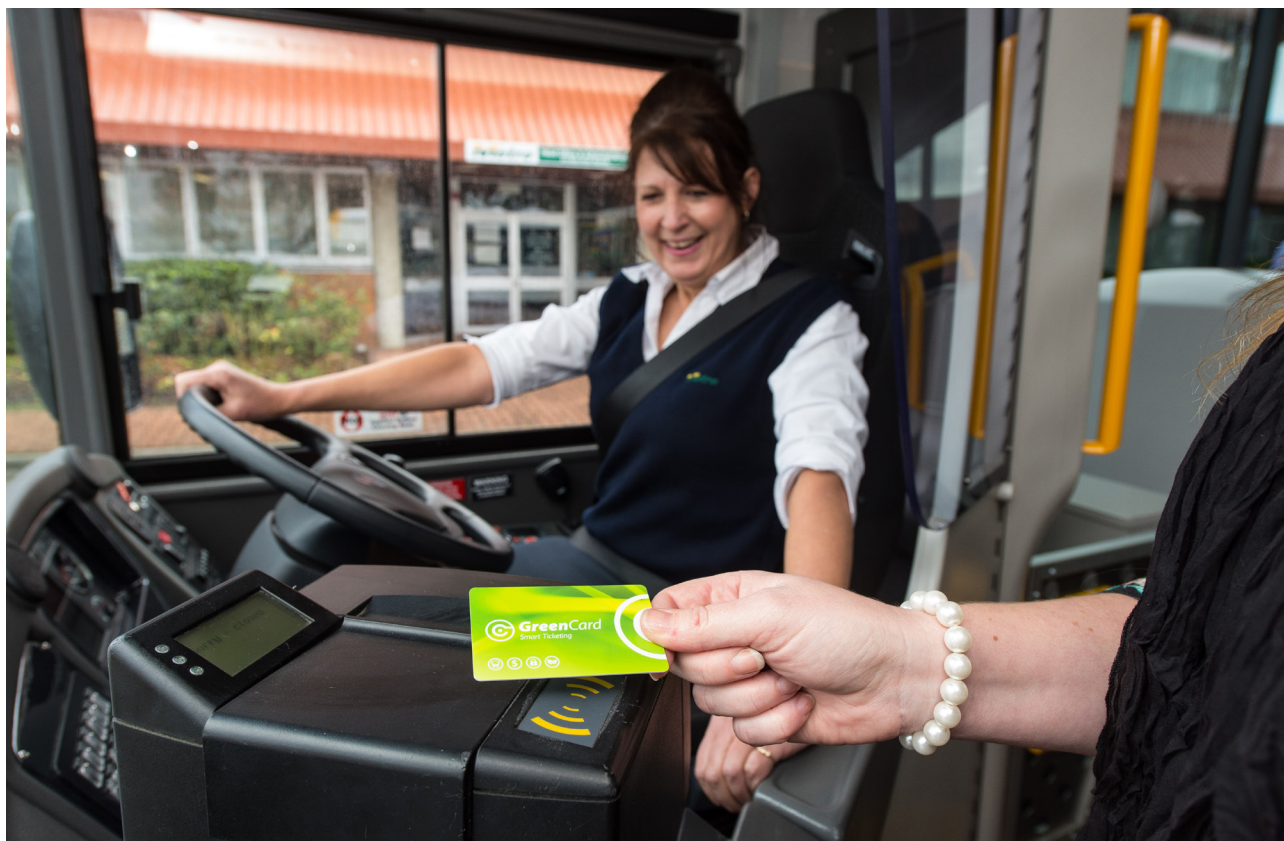
Develop Metro's culture to foster a highly skilled, safety driven and cohesive team.

Goal 5

Actively engage with our stakeholders.

Goal 6

Grow the public transport market in Metro's contract areas in Tasmania.



OUR VALUES

Safety

We take pride in everyone getting home safely, by

- having a safe workplace; and
- putting safety first.

Respect

We show respect for everyone at all times

- by acting with integrity
- in all our actions, words, intentions.

Resilience

We have the courage to do the tough stuff, showing

- determination;
- commitment; and
- strength.

Unity

We work together with honesty and transparency.

- We listen.
- We collaborate.
- We cooperate.
- We celebrate success.

Service Driven

We take pride in what we do and it is our pleasure to deliver an outstanding experience for everyone,

- recognising we have internal and external customers;
- continually challenging ourselves to do things better; and
- striving for excellence.



Goal 1

Focus on our customers

STRATEGIES

Improve customers' experience with Metro.

Improve the satisfaction of our customers with our services.

Ensure the safety of our customers on board our services.

KEY ACTIONS 2016/17 – 2019/20

2016/17

- Provide services in accordance with the requirements of the Disability Standards for Accessible Public Transport (55% of general access services to be wheelchair accessible, increasing to 80% by December 2017) inclusive of on street infrastructure.
- Undertake market research and stakeholder consultation to identify emerging customer needs.
- Build Metro's following on social media platforms and increase real-time interaction with followers.

2017/18 – 2019/20

- Investigate the provision of real time (transit) information.

ONGOING

- Investigate opportunities for public and private partnerships to improve bus stop infrastructure.
- Ensure that we adhere to our service delivery and on time contractual requirements.
- Ensure that our customers are engaged and consulted on relevant decisions.

WHAT WILL SUCCESS LOOK LIKE?

- Patronage will increase
- Results from customer satisfaction surveys will improve
- Passenger injuries/incidents will decrease
- Complaints will decrease as a percentage of overall customer feedback



Goal 2

Operate a financially sustainable business

STRATEGIES

Improve the productivity and efficiency of our operations.

Optimise asset management.

Secure ongoing capital funding to support reinvestment.

KEY ACTIONS 2016/17 – 2019/20

2016/17

- Review operating costs to include only those that support the operations of a bus company as 'must haves', including:
 - reducing crash costs
 - reducing workers compensation costs
 - reducing dead running/ duty inefficiency
 - reducing maintenance costs
- Investigate options for the upgrade or replacement of the ticketing and CCTV systems by June 2016, with a view to implementation during 2018-19.
- Continue to implement Financial Sustainable Review (FSR) recommendations allocated to Metro, and monitor the implementation of the other recommendations allocated to DSG and DTF (in particular issues relating to the urban contract).
- Review and implement a new company-wide archiving and records management system.

2017/18 – 2019/20

- Investigate how we can transition to making all bus services cashless.

ONGOING

- Undertake a quarterly review of the business' operating position.
- Work with DSG in assessing issues relating to the urban contract, and secure certainty around supplementary funding.
- Meet financial targets.

WHAT WILL SUCCESS LOOK LIKE?

- Metro will achieve or exceed its financial targets.
- Metro's assets will be managed effectively and in line with the Strategic Asset Management Plan.
- Metro will have financial capacity for additional investment in its core activities.



Goal 3

Deliver high quality, reliable services

STRATEGIES

Monitor the standard of services being delivered, identify and act upon opportunities for improvement.

KEY ACTIONS 2016/17 – 2019/20

2016/17

- Undertake and implement a review of services across the Launceston network (Launceston Network Review).
- Review opportunities for depot optimisation in light of the new Hobart network.
- Align fleet renewal initiatives with broader service improvement strategies.

2017/18 – 2019/20

- Undertake and implement a review of services in Burnie.

ONGOING

- Measure service reliability levels and actively manage performance to exceed industry benchmarks.
- Acknowledge and celebrate instances of outstanding internal & external service delivery.
- Address issues identified in staff, stakeholder and customer engagement to improve the standard of service delivery.
- Monitor customer feedback to maintain or improve customer experience and satisfaction via annual survey.
- Continue to benchmark Metro's performance against other bus service operators.

WHAT WILL SUCCESS LOOK LIKE?

- Continued cyclical review and renewal of Metro's networks.
- Service reliability will improve.
- Service delivery targets will be met or exceeded.





Goal 4

Develop Metro's culture to foster a highly skilled, safety driven and cohesive team.

STRATEGIES

Ensure employee safety in the workplace.

Build skills and capability across the business.

Improve Metro's culture.

KEY ACTIONS 2016/17 – 2019/20

2016/17

- Continue the Better Metro program as business as usual, along with other consultative mechanisms to engage employees and foster positive relationships across the business.
- Improve Metro's performance management process.
- Improve Metro's performance development and employee feedback processes and procedures.
- Implement performance management skills training for front line managers.
- Undertake the annual employee engagement survey.
- Continue to develop and improve the safety management system with a focus on key risk areas including health and wellbeing and prevention of musculoskeletal injuries.

2017/18 – 2019/20

- Build the leadership capability in the business through training, coaching and mentoring.
- Refine people management practices to support the desired culture.
- Develop leadership capabilities.
- Build behavioural statements to support the values.
- Develop a Metro Leadership Program.

ONGOING

- Annual assessment of performance.
- Offer opportunities for development and training to all employees as part of a tailored performance management plan.
- Promote and support diversity in our workforce
- Increase the participation rate of the workforce in fitness activities.
- Reduce the amount of sick leave taken over previous year.
- Reduce workplace incidents and injuries through best practice workplace health and safety.
- Improve staff engagement survey results over previous year.

WHAT WILL SUCCESS LOOK LIKE?

- Employees will be more engaged, work cohesively together and will be more supportive of the Metro business.
- The 2016 Enterprise Agreement will be achieved through a cohesive process and will provide a sound platform for Metro's future.
- Metro's safety culture will be embraced by the workforce and will result in improvements in all safety KPIs .
- Metro will have a more developed, skilled and capable workforce.



Goal 5

Actively engage with our stakeholders.

STRATEGIES

Plan and manage the engagement with key stakeholders including all levels of government and community and member organisations.

Maintain strong relationships with shareholders.

Improve the integration of land use and public transport planning.

KEY ACTIONS 2016/17 – 2019/20

2016/17

- Participate proactively in the advisory process supporting Project 2018 (review and recontract of public transport contracts in Tasmania).
- Engage effectively with local government and key advisory services to ensure planning decisions support integration of public transport.

2017/18-2019/20

- Position Metro to capitalise on opportunities that may arise as Project 2018 commences.

ONGOING

- Continue six monthly meetings with both shareholder Ministers.

- Assist elected representatives from all levels of government in deepening their understanding of Metro's services and operation.
- Maintain current Memorandums of Understanding with local councils.
- Work collaboratively with local councils and their peak body (Local Government Association of Tasmania) on better integration of land use and public transport planning.
- Proactively partner with the Department of State Growth to strengthen the relationship.
- Engage with community organisations and lobby groups such as the Council on the Ageing and the Tasmanian Council of Social Services at least annually.
- Maintain or improve stakeholder survey results over previous year.
- Maintain membership of peak industry and sector bodies and groups and actively support achievement of shared goals.

WHAT WILL SUCCESS LOOK LIKE?

- Stakeholders will be more engaged and will work more co-operatively with Metro.
- Stakeholders will be more informed and supportive of improvements / evolutions in Metro service delivery.
- Stakeholder survey results will improve.



Goal 6

Grow the public transport market in Metro's contract areas in Tasmania

STRATEGIES

Operate a modern and well connected transport network.

Promote Metro's service offering.

Advocate effectively for policy settings that support public transport delivery and utilisation.

Actively participate in changing community attitudes to the utilisation of public transport.

KEY ACTIONS 2016/17 – 2019/20

2016/17

- Implement marketing activities that increase the profile of Metro, and engage with non-public transport users.
- Complete the final phase of the urban fare structure change.
- Develop a forum with key stakeholder to enable productive advocacy of public transport usage and benefits.
- Become tender-ready for opportunities that arise for the Government review (Project 2018), with a focus on the NW corridor between Latrobe and Burnie.

2017/18 – 2019/20

- Work in partnership with the Tasmanian bus industry to investigate the option of integrating all the components of the public transport network state-wide to facilitate seamless passenger movement around Tasmania.

ONGOING

- Maintain engagement with DSG and local councils around the development and implementation of additional transit corridors and other bus prioritisation measures.
- Work collaboratively with other transport providers and stakeholders to improve connectivity within and beyond Metro's contract areas.
- Maintain an open dialogue with Department of Health & Human Services,

- Maintain an open dialogue with schools, TasTAFE and the University of Tasmania, as key drivers of Metro service utilisation.
- Encourage Greencard uptake and utilisation through targeted incentives.
- Build a clear understanding of Metro's competitive environment.

WHAT WILL SUCCESS LOOK LIKE?

- More people will choose to travel with Metro, more often.
- Green Card usage will increase.
- Additional transit corridors will be introduced within the network.
- Patronage will increase by 2% and fare revenue as a percentage of total revenue will grow.





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