



CORPORATE PLAN

2020–2023

OUR VISION

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

OUR BUSINESS PURPOSE

To connect people and communities in Tasmania

OUR GOALS

Goal 1

Focus on our customers

Goal 2

Operate a financially sustainable business

Goal 3

Provide attractive transport solutions

Goal 4

Foster our people and our culture

Goal 5

Strengthen our stakeholder relationships



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 our customers' satisfaction with Metro services

Ensure the safety of customers on board Metro services

KEY ACTIONS

2019/20

- Maximise compliance with the requirements of the Disability Standards for Accessible Public Transport (80% of general access services to be wheelchair accessible and 90% of on street infrastructure)
- Successfully manage the accelerated bus replacement program
- Work effectively with the Department of State Growth around the implementation of Project 2018

2020/21 – 2022/23

- Successfully manage the implementation of a new ticketing solution, inclusive of the generation of real-time passenger information

ONGOING

- Endeavour to meet all service delivery and contractual requirements
- Engage and consult customers around significant 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
- Metro's business to business' relationships will continue to be collaborative, and of benefit to both purchaser and provider



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

2019/20

- Manage operating costs, with particular emphasis on costs arising from handling cash, crash repairs and workers compensation
- Work with DSG to achieve a financially sustainable bus service contract, inclusive of a funding model that provides certainty around future capital funding
- Develop a long term strategic financial plan for the business

2020/21 – 2022/23

- Review revenue and costs of services delivered under new urban and urban fringe contracts
- Develop a strategy for fleet renewal beyond the current accelerated bus replacement program
- Investigate opportunities for developing new sources of revenue that complement Metro's core business

ONGOING

- Undertake a quarterly review of the business' operating position
- Meet financial targets
- Investigate opportunities for maximising value across the Springfield depot

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

Provide attractive transport solutions

STRATEGIES

Operate a modern and well connected passenger transport network

Promote Metro's service offerings

Advocate effectively for policy settings and reform that support the delivery and utilisation of all modes of public transport

KEY ACTIONS

2019/20

- Support customers throughout the implementation of Project 2018
- Foster the growth of the new River Derwent ferry service
- Continue to align fleet renewal initiatives with broader service improvement strategies

2020/21 – 2022/23

- Review service utilisation and reliability resulting from new urban and urban fringe contracts, and work with the Department of State Growth to resolve any identified issues
- Support customers throughout the implementation of a new ticketing solution

ONGOING

- Continue to invest in marketing activities that increase the profile of Metro services and engage with non-public transport users, with a view to a growing percentage of trips being undertaken via active modes (walking, cycling and public transport)
- Position our services to respond to growth in demand for passenger transport
- Work collaboratively with other transport providers to maximise the ease with which residents and visitors passengers can move around Tasmania

WHAT WILL SUCCESS LOOK LIKE?

- Patronage will increase
- Customer satisfaction will improve
- Service delivery targets will be met or exceeded
- The resilience of Tasmania's urban transport networks will increase, aided by investment to enhance liveability resulting from the Launceston and Hobart City Deals



Goal 4

Foster our people and our culture

STRATEGIES

Provide a safe workplace environment

Build skills and capability across the business

Continue the evolution of 'Better Metro'

KEY ACTIONS

2019/20

- Continue to improve Metro's safety management system, with an emphasis on fitness for work and health and wellbeing
- Continue to promote and support diversity in our workplace
- Continue to offer training and development opportunities to all employees via an individualised performance management plan, with particular focus on growing our operational leaders

2020/21 – 2022/23

- Continue to manage recruitment and succession planning with a view to decreasing workforce vulnerability arising from Metro's workforce demographics

ONGOING

- Reduce workplace incidents and injuries through best practice workplace health and safety
- Positively manage attendance
- Provide an annual assessment of performance for all employees
- Acknowledge and celebrate instances of outstanding internal and external service delivery
- Improve staff engagement survey results

WHAT WILL SUCCESS LOOK LIKE?

- Employees will be more engaged, resilient and supportive of each other, and our business
- Employees will put safety first and contribute to a culture of improvement, reflected in all related KPIs
- Metro will have a more skilled and capable workforce



Goal 5

Strengthen our stakeholder relationships

STRATEGIES

Maintain strong relationships with shareholders

Plan and manage communication and engagement with key stakeholders, including all levels of government and community and member organisations

Maximise opportunities to collaborate around planning decisions that will support greater integration and utilisation of public transport services

KEY ACTIONS

2019/20

- Continue to meet regularly with both Shareholder Ministers
- Assist elected representatives and officers from all levels of government in deepening their understanding of Metro's services and capabilities, and identifying opportunities for regulatory reform that would support passenger transport services
- Continue to improve the accessibility of passenger-facing information, inclusive of piloting alternative modes of delivery
- Foster opportunities to increase the involvement of passengers in service design, including (but not limited to) the establishment of additional customer reference groups
- Position Metro to capitalise on opportunities to enhance passenger transport service provision that may arise from City Deals and other major urban renewal projects such as the redevelopment of Macquarie Point

2020/21-2022/23

- Support the adoption of the common ticketing solution by other passenger transport operators, increasing the ease with which passengers can utilise any general access service across the state
- Partner effectively with local government and other key agencies towards improving public transport infrastructure, with an emphasis on interchanges

ONGOING

- Maintain current Memorandums of Understanding with local councils
- Continue to advocate for better integration of land use and public transport planning, including (but not limited to) bus prioritisation
- 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 informed and supportive of evolutions in Metro service delivery
- Stakeholders will be more engaged, and more motivated to work cooperatively with Metro, with a view to achieving better outcomes for shared communities of interest
- Stakeholder survey results will improve







HOBART

212 Main Road, Moonah
Phone: 13 22 01

LAUNCESTON

168 Wellington Street, Launceston
Phone: 13 22 01

BURNIE

28 Strahan Street, Burnie
Phone: 13 22 01

METRO SHOP

Ground Floor, 22 Elizabeth Street, Hobart
Phone: 13 22 01

POSTAL ADDRESS

PO Box 61, Moonah, TAS 7009

CONTACT

13 22 01
www.metrotas.com.au