



# Corporate Plan

Metro Tasmania 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 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

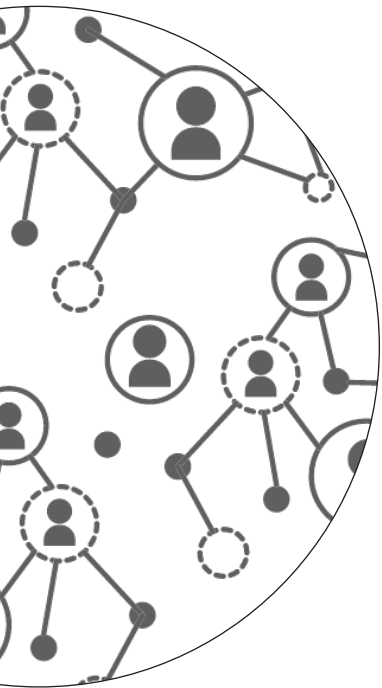
- We listen
- We collaborate
- We cooperate
- We celebrate success

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

# People

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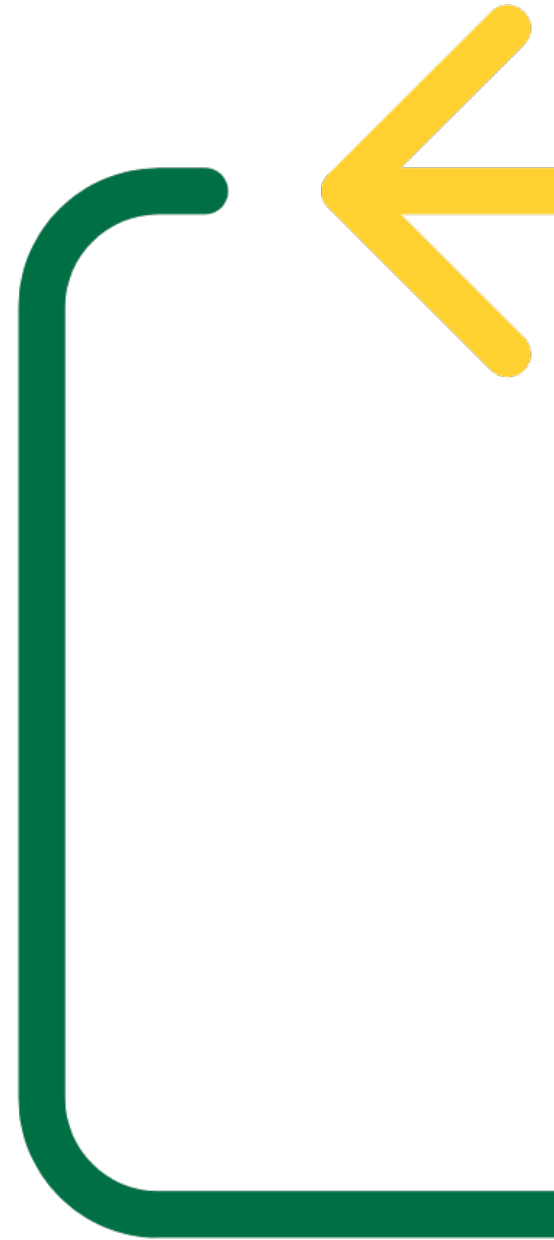


## OUR GOALS

**Focus on our customers**

**Foster our people  
and our culture**

**Strengthen our  
stakeholder relationships**





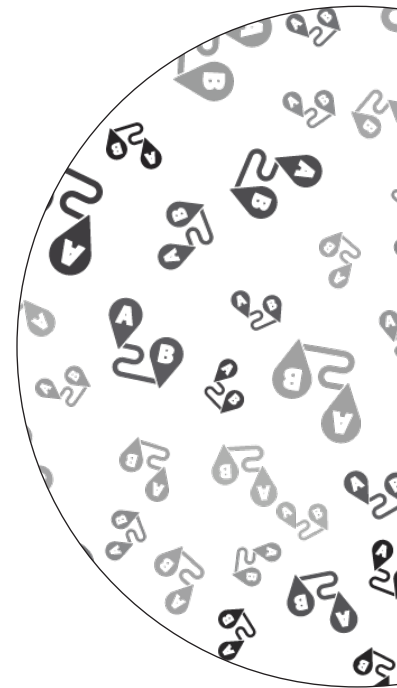
# Services

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## OUR GOALS

Operate a financially  
sustainable business

Provide attractive  
transport solutions



## PEOPLE

We appreciate that we feature centrally in the lives of many in our community and share public space with almost every Tasmanian living, working or studying in our urban centres.

Accordingly, we're fundamentally service-driven, and committed to ensuring that the services we provide are accessible to, and inclusive of all people.

Operating in a COVID-19 environment, we've responded with increased safety and hygiene measures and are continuing to adapt our services to provide a safe transport option for passengers in our three networks.

As a major Tasmanian employer, the Metro family consists of over 450 employees in Hobart, Launceston and Burnie. We recognise that investing in talented and motivated staff is the key to achieving continued success, and see the importance of reflecting the diversity of the community we serve.

Metro is a state-owned company, and our valued stakeholders include state and local government, member organisations, and community groups.

We're proud to support the Tasmanian community and economy through local business partnerships, directing around 90% of our purchases to Tasmanian suppliers.





## Focus on our customers

### Strategies

- Improve customers' experience with Metro
- Improve customers' satisfaction with Metro services
- Ensure the safety of customers on board Metro services

### Key actions

2020/21

Successfully embed COVID-safety measures in our operations and services

Maximise compliance with the Disability Standards for Accessible Public Transport (which require 80% of general access services and 90% of on street infrastructure to be wheelchair accessible)

Successfully manage the accelerated bus replacement program

Work effectively with the Department of State Growth towards finalising activity associated with the Bus Services Review Project

2021/22

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

# 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

2020/21

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

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





#### **2021/22**

Support the adoption of the common ticketing solutions 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 co-operatively with Metro, with a view to achieving better outcomes for shared communities of interest
- An effective transition from interim operative arrangements in the Hobart Central Bus Interchange, achieved via productive collaboration with Department of State Growth, City of Hobart and the PT providers

# Foster our people and our culture

## Strategies

- Provide a safe workplace environment
- Build skills and capability across the business
- Embed Continuous Improvement principles to engage staff and deliver improved productivity

## Key Actions

2020/21

Continue to improve Metro's safety management system, with an emphasis on fitness for work and health and wellbeing

Provide a COVID-safe workplace that responds appropriately to the risk environment

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

2021/22

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

**CORPORATE PLAN 2020 - 2023**

## 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 continuous improvement, reflected in all related KPIs
- Metro will have a more skilled and capable workforce





## SERVICES

At Metro, we're conscious of the crucial role we play in connecting locals and visitors alike across millions of journeys each year.

We strive to deliver a safe and reliable customer experience, and are committed to operating a fiscally responsible business that provides value for the Tasmanian taxpayer.

We are strong advocates for the social, economic, and environmental benefits of public transport.



# Operate a financially sustainable business

## Strategies

- Improve the productivity and efficiency of our operations
- Optimise asset management and return on investment
- Grow revenue across the business to support reinvestment

## Key Actions

### 2020/21

Continue to manage the impact of COVID-19 on fare revenue  
Manage operating costs, with particular emphasis on costs arising from handling cash, crash repairs, and workers compensation, and realising maintenance and fuel savings arising from our accelerated bus replacement program

Manage the transition to a new bus service contract and funding model

Develop a strategy for fleet renewal beyond the current accelerated bus replacement program

Develop an asset master plan to guide current and future decisions around our existing and future built environment

Develop a long term strategic financial model for the business

Develop a long term strategic capital expenditure plan for the business

### 2021/22

Review revenue and costs of services delivered under new urban and urban fringe contracts

Develop a long term future fleet strategy, with a focus on alternative fuel sources

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's 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

# 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

2020/21

Continue to support customers throughout the implementation of Bus Services Review initiatives

Foster the growth of the new Derwent River ferry service

Continue to align fleet renewal initiatives with broader service improvement strategies

2021/22

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





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