



# Corporate Plan

Metro Tasmania 2022 - 2025





POST

NO ENTRY

NO ENTRY

TOLSON PARK  
422  
503  
Metro

metro





## **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

- putting safety first; and
- having a safe workplace

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

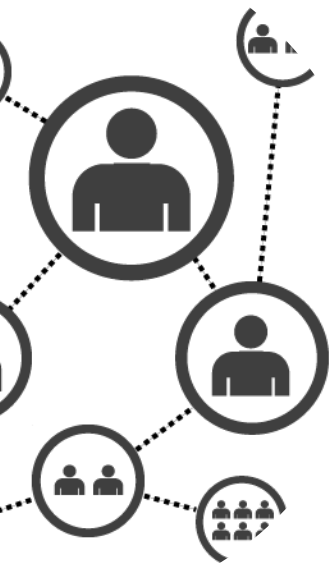
- We listen
- We collaborate
- We cooperate
- We celebrate success

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

**Towards 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 our customers.

As a major Tasmanian employer, the Metro family consists of over 500 employees in Hobart, Launceston and Burnie. We recognise that investing in talented and motivated staff is the key to achieving success. We acknowledge the importance and value of diversity and actively encourage and support a workforce that reflects the diversity of the community we serve

Metro is committed to a whole of business focus on embedding continuous improvement practices to drive cultural change within the workplace, and will encourage collaborative effort towards developing productivity improvements, with a particular focus on safety.

Metro is a state-owned company, and our valued stakeholders include state and local government, member organisations, the local community and its representative 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

#### 2021/22

Continue to review and update COVID-safety measures in our operations and services

Introduce fully flat floor wheelchair accessible buses into the fleet

Work with road managers towards maximising compliance with the Disability Standards for Accessible Public Transport in relation to on-street infrastructure

Work with the Department of State Growth to successfully manage the implementation and operation of new Kingston Park and Ride services

Select the preferred provider of a new ticketing solution and plan for its implementation

Pursue opportunities to fund investments in technologies that enhance customer experiences and safety, such as real-time passenger information

#### 2022/23

Successfully manage the implementation of a new ticketing solution

Continue to invest available funds in intelligent transport systems to enhance customer experiences, business performance and safety

### Ongoing

Strive to meet or exceed 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

# 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

2021/22

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

Advocate road managers to upgrade on-street public transport infrastructure to maximise compliance with the Disability Standards for Accessible Public Transport

Foster opportunities to engage with our customers

Position Metro to capitalise on opportunities to enhance passenger transport service provision that may arise from major urban renewal projects

Successfully deliver the Kingston Park and Ride services







#### 2022/23 – 2023/24

Successfully rollout a common ticketing solution across Metro services to assist in increasing the ease with which customers can utilise general access services across Tasmania

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
- Road managers will understand and fulfil their obligations in relation to on-street public transport infrastructure and compliance with the Disability Standards for Accessible Public Transport
- New Kingston Park and Ride services will be implemented, achieved via productive collaboration with the Department of State Growth, Kingborough Council and the City of Hobart

# 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

2021/22

Encourage collaborative effort towards developing productivity improvements, with a particular focus on safety

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

Engage our employees through WHSE committees

Continue to promote and support diversity and inclusion 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

Commence the negotiations for a new Administration Enterprise Agreement

Pursue opportunities to fund investments in systems and technology that enhance workplace safety and efficiency, such as advanced driver assistance systems

2022/23 – 2023/24

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

Continue to invest available funds in intelligent transport systems to enhance workplace safety and efficiency

Continue to collaboratively identify and embed productivity improvements through system modernisation and continuous improvement practices

## 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
- Workplace incidents and injuries will reduce
- A new Administration Enterprise Agreement will be implemented







## SERVICES

At Metro, we're conscious of the crucial role we play in connecting locals and visitors 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.

The COVID-19 pandemic has created a challenging financial environment for the company, with a dramatic decline in patronage – particularly fare-paying adults – resulting in significantly reduced fare revenue. In response, Metro has negotiated an increased borrowing facility to address the short-term impact of COVID-19 as well as support longer-term capital investment.

The company has identified an urgent need to redress a historic underspend in its technological capability via swift and significant investment in modern intelligent transport systems. This investment will enable Metro to operate more efficiently and safely, enhance the customer experience, and assist the company to deliver capital and service initiatives.





# Operate towards 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

2021/22

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 passenger service contract and funding model

Manage the rollout of 26 new locally-built buses following the completion of the current accelerated bus replacement program

Pursue the strategies identified in our Ten Year Capital and Funding Plan

Develop a Zero Emissions Bus Roadmap to consider suitable future fleet technologies

Pursue opportunities to fund investments in technologies that enhance customer experiences and safety

2022/23 – 2023/2024

Review revenue and costs of services delivered under new passenger service contracts

Investigate opportunities for developing new sources of revenue that complement Metro's core business

Continue to invest available funds in intelligent transport systems that improve operational efficiency

## Ongoing

Undertake a quarterly review of the business' operating position

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

Capital funding and investment will align with our Ten Year Capital and Funding 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

2021/22

Support customers throughout the implementation of new Kingston Park and Ride services

Develop a detailed implementation plan for trialling zero emissions buses

Pursue funding opportunities for implementing systems and technology that enable real-time visibility and management of on-road operations as identified in our Intelligent Transport Systems Business Case

2022/23 – 2023/2024

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

Continue to invest available funds in intelligent transport systems to enable real-time visibility and management of on-road operations

## 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







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