



Transport for NSW

# Connecting to the future

Our 10 Year Blueprint

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**Rodd Staples**  
Secretary, Transport

## Secretary's message

### Welcome to *Connecting to the future* - our 10 Year Blueprint for Transport.

We have achieved a lot since the Transport cluster was established in 2011. We have opened the Metro North West Line and Newcastle Light Rail, completed the duplication of the Hume Highway, delivered new bus, ferry and train fleets, worked towards rebuilding and sealing the Cobb and Silver City highways, introduced Opal, and initiated trials for innovative solutions like on-demand transport and autonomous vehicles.

These achievements are just a few examples of the improvements we have delivered for our customers. They are a reflection of the tremendous dedication and commitment of our people right across Transport.

The next 10 years are a critical period. *Future Transport 2056* gives us a glimpse of the large economic and societal shifts we will see in the future - from the emergence of new technologies and mobility solutions, to changing expectations from customers and communities about how they want to live, work and travel.

These shifts are not decades away; they are happening today. This Blueprint lays out where we need to focus in order to best respond to the challenges and opportunities we are seeing. It will set us on course to deliver on the NSW Government's focus area of 'Well-connected communities with quality local environments' and the long term vision we have outlined in *Future Transport*.

This Blueprint also points to the sort of organisation we need to be: one that is focused on creating ongoing value for customers, communities and the people of NSW in everything we do; and one that, through change, is committed to safety, sustainability, accessibility and reliability.

A key foundation for preparing for the future is our Evolving Transport transformation program, which introduces the biggest changes since the cluster was established.

Evolving Transport will position us to deliver even better outcomes for customers and communities across the State into the future. It will provide the key foundations needed to deliver the outcomes, ambitions and priorities in this Blueprint.

In engaging with this Blueprint I want you to consider your contribution. If we are to be successful we all need to be thinking big and challenging business as usual.

It's the energy and passion of our people right across Transport that has delivered some great experiences for our customers since the cluster was created, and it will be what makes all the difference as we begin to design our future.

We are all here to make NSW a better place to live, work and visit. To truly deliver on that promise we need to continue putting customers at the centre, our people at the heart, and delivering for the greater good.

# Executive Summary

## This Blueprint lays out our desired outcomes, ambitions and strategic priorities for the next 10 years.

The first section of this Blueprint is **What's happening around us and what it means for Transport**. This section summarises the key shifts we are seeing in our operating environment – such as the explosion in new technology and data, changing expectations from customers around connectivity and personalisation, and the emerging role of transport as a leader in creating 'places'. These emerging trends are explored in much greater depth in *Future Transport 2056*; here we focus on what it might mean for our business.

Section two of the Blueprint is **The outcomes we aspire to deliver**. This section introduces our Outcomes Framework, which describes the value we are seeking to deliver over time.

The Framework is structured around four primary outcomes:

- For customers: Connecting our customers' whole lives
- For communities: Successful places
- For the people of NSW: Strong economy and quality of life
- And for the people of Transport: Thriving people doing meaningful work

The Outcomes Framework highlights the complexity of the work we do and the difficult trade-offs we need to make across the different customers and communities we serve, both now and for the future.

Section 3, **Our ambitions for the next 10 years**, articulates another layer of detail underneath our outcomes. It begins to answer the question of 'how much' – for example, how much better can we make the customer experience; how much more integrated and connected can we be, how much can we improve the experience of our people at work every day. The section introduces some key things we need to set targets for and measure over time.

Section 4 outlines **Our Strategic Priorities**. These are the big levers of change we need to pull and where we expect to see a lot of new activity emerging. Our seven strategic priorities are:

1. Working in partnership
2. Data-driven decision making
3. Technology and innovation
4. Place-based integrated service design
5. Enabling the mobility ecosystem
6. Financial sustainability
7. Evolution of work

The final section is **Implementing the Blueprint**, which describes the work we need to do to embed the elements of this Blueprint into our work. There is more detailed planning required to bring the outcomes, ambitions and measures to a finer level of detail, and so this section lays out our plans for further development and refinement.

# About Connecting to the future

**Connecting to the future outlines the strategic direction of Transport. It sets out where we need to focus our efforts in the near term to move us towards our long term vision outlined in Future Transport 2056.**

The outcomes, ambitions and priorities in this Blueprint set the foundation that will keep us all aligned and focused on creating value for the people we serve: our customers, communities and the people of NSW, focused on creating value for the people we serve: our customers, communities and the people of NSW, and also for the people of Transport.

In a business as complex as ours, there are always competing priorities and demands on time and resources. In developing this Blueprint we have chosen to focus on the most critical levers of change to position us to deliver value over time.

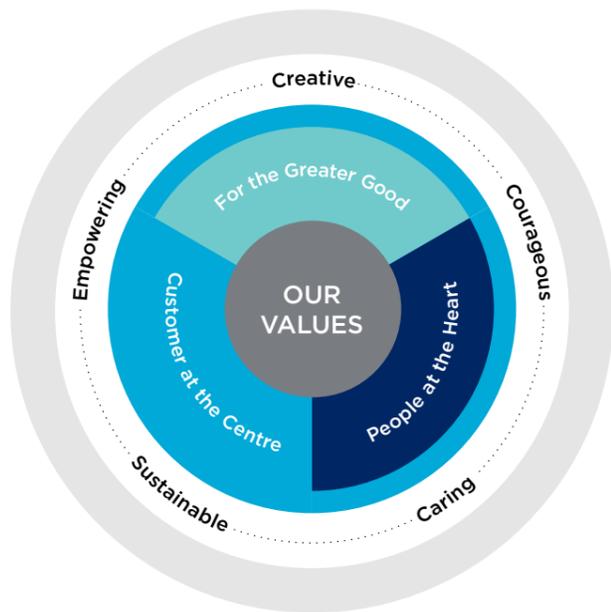
However, in pursuing these priorities we will keep a firm focus on our core commitments of delivering safety, reliability, accessibility and sustainability. We will also continue to focus on delivering our significant pipeline of existing commitments and initiatives.

*Connecting to the future* has been co-designed by the Transport leadership team in a series of strategic conversations, with input from all divisions and agency leadership teams and subject matter experts across Transport.



# The Blueprint on a page

Our values, core principles and ways of leading



Who we are and how we lead and work every day

Strategic priorities

- Working in partnership
- Data-driven decision making
- Technology and innovation
- Place-based integrated service design
- Enabling the mobility ecosystem
- Financial sustainability
- Evolution of work

Areas that need special focus to deliver our outcomes and ambitions

Our Purpose: Making NSW a better place to live, work and visit

Our long term vision: Future Transport 2056

10 year ambitions

For customers



People love public transport and active transport: They are the preferred choice in Greater Sydney, and a real option in the regions

For communities



Transport makes communities across NSW great places to live, work, visit

For the people of NSW



Transport-led economic growth

Increased value and return on investment for the people of NSW

For the people of Transport



Transport is the best place to work in Australia

What we want to achieve by 2029

Primary outcomes

Connecting our customers' whole lives



Successful places



Strong economy and quality of life



Thriving people doing meaningful work

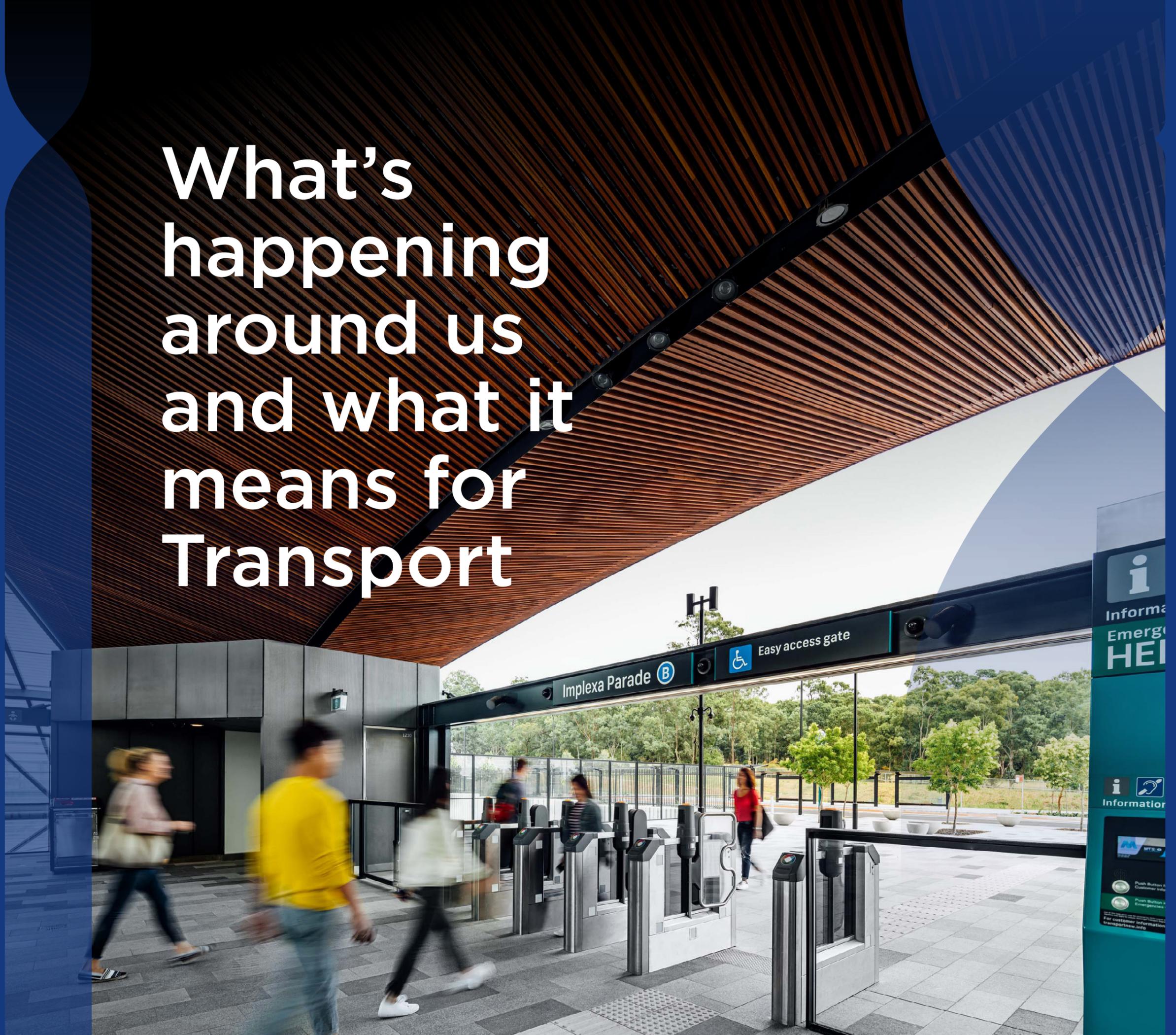


The end result of our efforts

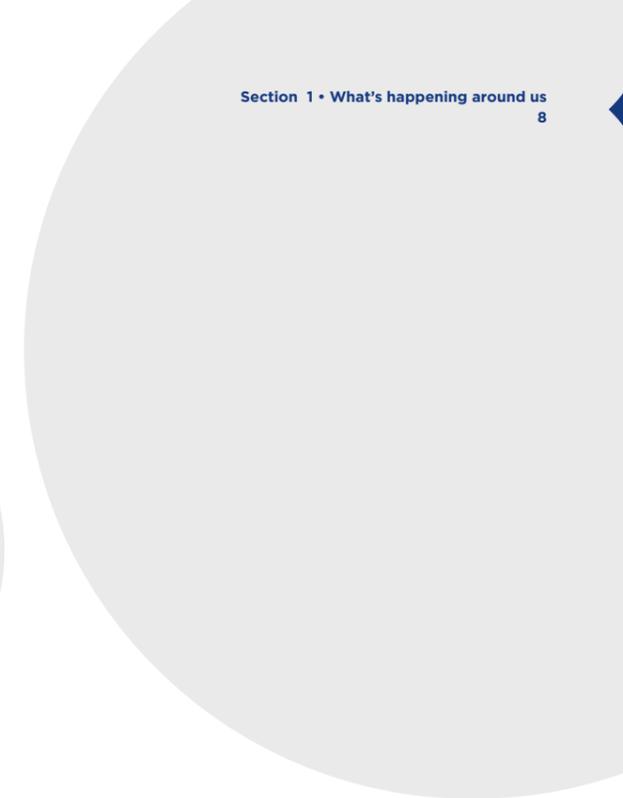
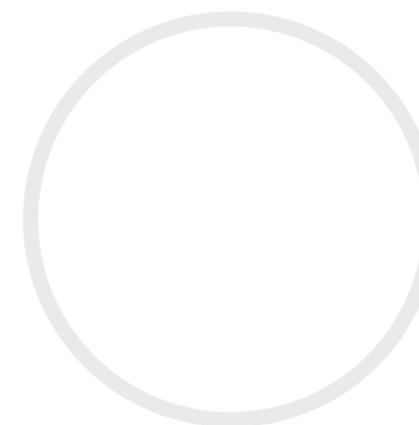
Section

# 01

# What's happening around us and what it means for Transport



# The transport landscape is likely to change more in the next 10 years than it has in the past 50



## Mobility



### Mobility will be revolutionised

- An explosion of technology and data will accelerate innovation across the sector (e.g. autonomous vehicles, point-to-point, carshare, on-demand).
- Emerging technology presents exciting new ways to deliver services and experiences.



### Blurring of private and public mobility

- The lines between public and private transport will blur as car sharing and on-demand become common across the network.
- Customers will expect new ways to plan and pay for travel that seamlessly integrates private and public mobility.

## Cities and regions



### Cities and places will be transformed

- More density in inner and middle ring suburbs is set to transform transport nodes into thriving, diverse and attractive places for communities.
- At the same time cities will continue to grow, expanding their outer fringes with new land developments that will require new transport options.



### The rise of regional hubs as centres of growth

- Transport is set to play a key role in transforming regional centres into hubs for investment, employment, tourism and essential services.

Technology and data create exciting new possibilities for how mobility is delivered and experienced. Transport needs to be at the forefront of innovation to confidently navigate and shape this future.

This will create increasing pressure on the transport system, as well as opportunities to drive urban and regional transformations and ensure communities are well-connected.

# Changing needs and expectations from those we serve requires us to transform the way we operate



## Enhancing customers' lives, not just moving them

- Our customers' changing lifestyles and desire for seamless connectivity is driving higher expectations on the transport system.
- Customers want effortless, accessible and personalised journeys regardless of mode or deliverer.
- Customers expect increasing levels of safety, reliability, accessibility, and sustainability.



## Communities seek places to interact, not just interchange

- Customers and communities increasingly seek a voice in the design of their communities and are demanding more active participation.
- Communities expect that we are working collaboratively with partners in government and industry to deliver mobility and place outcomes.



## The changing nature of work

- Higher expectations for working flexibly, and visible, connected leadership.
- Technology and automation is emerging as both a challenge and opportunity for changing the nature of work and reskilling for the future.
- Need for digital tools to effectively manage and maintain a complex, interconnected transport system.



## Heightened sustainability pressures

- Growing pressure to achieve environmental sustainability, with a push towards zero emissions transport by 2056.
- Increasing expectations to deliver more with less, balancing efficiency and quality across everything we do.



# The key shifts we need to make to transform Transport and shape this future

## From a modal perspective to...



### Focusing on mobility and place

We must continue to focus on managing and improving mobility while at the same time focus on creating and connecting vibrant places.

### Focusing on the end-to-end experience

We must create solutions for the complete journey, blending public and private, as well as increasingly popular options like car share, on-demand, active and personal mobility.

### Connecting the whole of Transport

We need to integrate our planning, processes and delivery across the breadth of our business, around a new focus on place and mobility.

## From product-driven to...



### Customers and communities shaping the solutions we provide

We need to listen to customers and communities to guide our solutions, designing around their needs and expectations, not around modes.

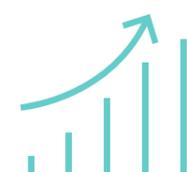
### Customers controlling their journey and experience

We must equip customers to choose, putting control back into their hands to decide how they plan, travel and pay.

### Taking a partnership approach

We need open, genuine engagement with communities, and to work proactively with government agencies and other partners to integrated mobility and place solutions that work for everyone.

## From business as usual to...



### A data-driven organisation

We need customer insight, visibility of the network and foresight about trends to make more informed, more effective, more intelligent decisions.

### Agile and strategic

Be more agile in our planning, regulation and policy making, and more strategic in the role we play as enablers of the broad mix of mobility solutions for customers.

### Staying close to the edge of innovation

We must both lead and enable innovation, creating an open and collaborative environment that entices and facilitates the delivery of new solutions into the market.

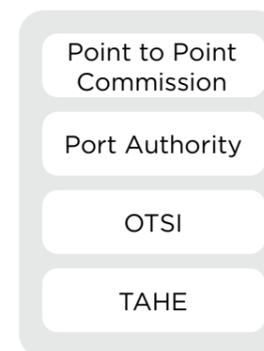
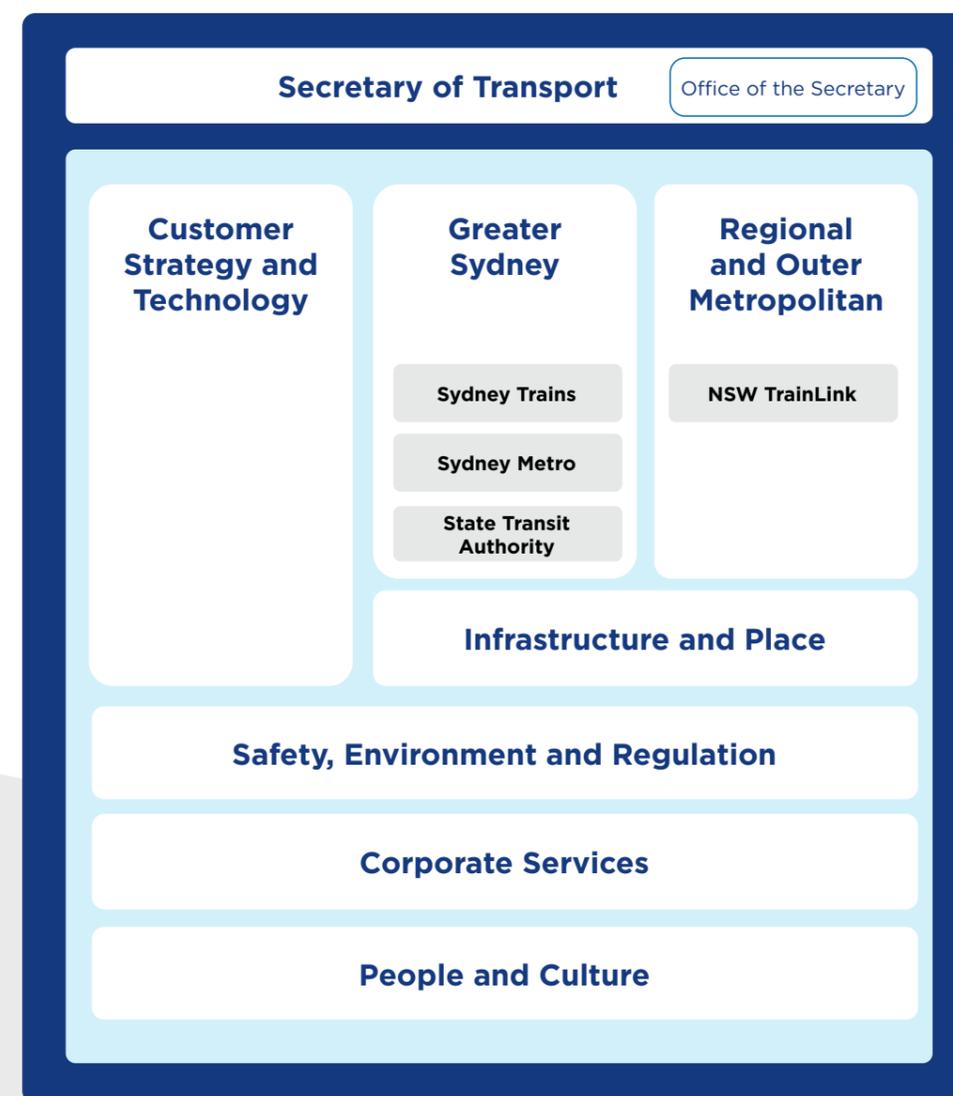
# Evolving Transport is accelerating us towards a more customer-focused, connected future

## Our new operating model is an important step towards our future.

We have traditionally organised our business by modes, with separate agencies each working to provide transport services for the people of NSW.

The creation of Transport for NSW in 2011 and the concept of Transport as a cluster enabled significantly more co-operation and co-ordination across the different agencies.

*Evolving Transport* takes this a significant step further to set us up for where we need to be in the future. Instead of organising ourselves by modes, Transport is now organised to align with the needs of our customers and communities with a model where place plays a central role.



# As we continue to evolve, we hold true to who we are and how we need to lead and work every day

## Core principles

**Customer at the centre:** We are driven to deliver the best possible experiences and outcomes for our customers. We will actively engage our customers early and often, to deeply understand their needs and expectations. We will use these insights to shape everything we deliver or enable for our customers.

**People at the heart:** Our people are proud to work at Transport. Our leaders connect with our people, empowering them to succeed and making everyone part of something bigger. We will be an integrated, flexible, diverse and inclusive business that delivers for customers, communities and the people of NSW.

**For the greater good:** We make decisions that balance the needs of customers, communities and the people of NSW, both current and future. We make a real and lasting difference to peoples' lives and are known for the positive legacy we leave.

## Our 5 ways of leading

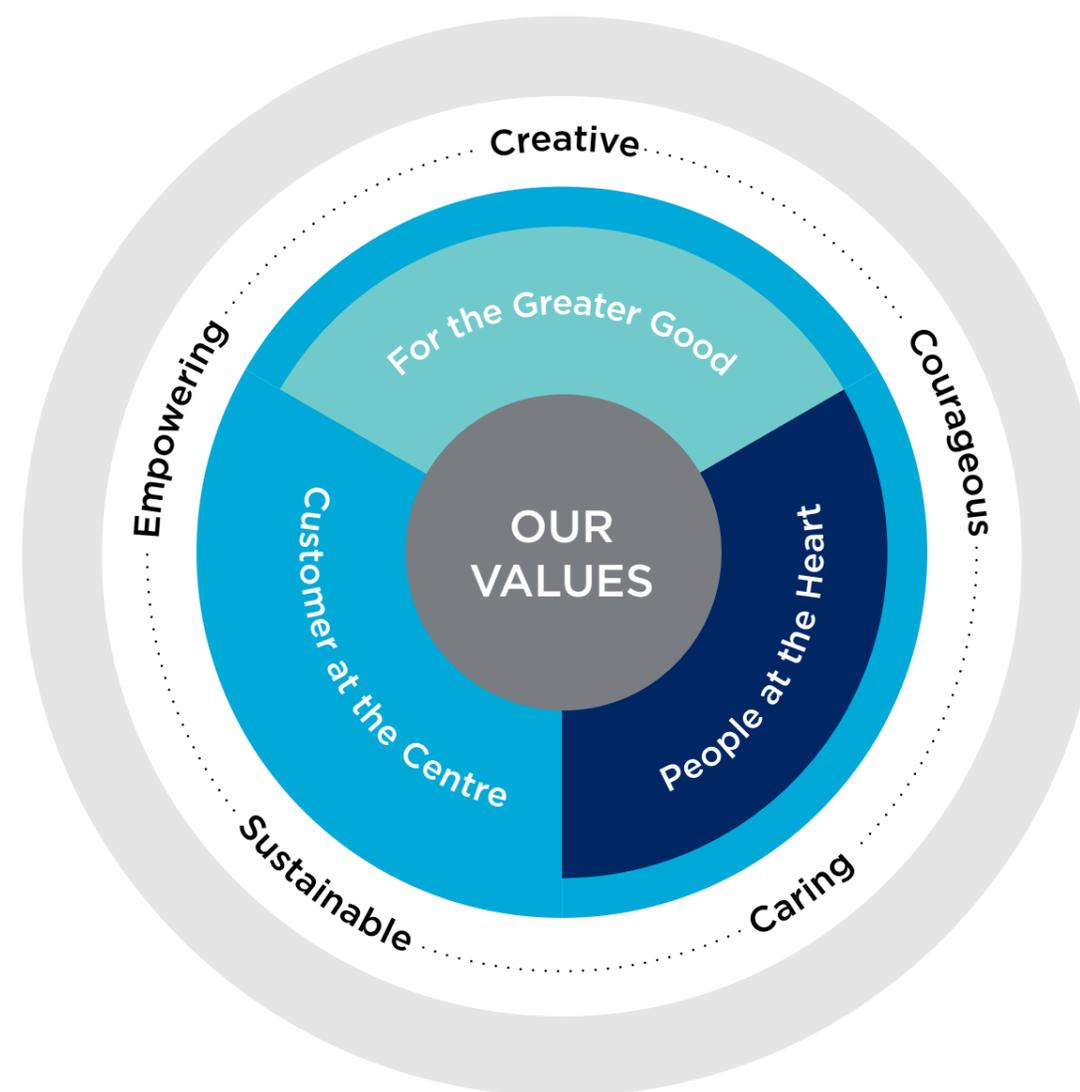
**Empowering:** Is about trusting others. It's being clear on purpose and believing in collective wisdom. It includes being transparent, collaborating and creating opportunities to realise the potential of all.

**Creative:** Is about forging new paths and adopting a curious and open mindset. It includes asking "what if?", finding new ways of doing things and sharing learnings.

**Courageous:** Is about accepting the challenge and committing to doing the right things. It includes seeing things as they are, speaking up, pushing through barriers and challenging the status quo.

**Caring:** Is about encouraging the heart, starting from the place of forming caring relationships. It includes being true to self and accepting of others to enhance belonging and worthiness.

**Sustainable:** Is about making smart choices. It includes delivering on promises, getting the basics right, leveraging what we have and staying strong for tomorrow.



Section  
**02**

The  
outcomes  
we aspire  
to deliver



# Who we are creating value for



## Outcomes are about the value we create for people

Everything we do in Transport is intended to create value for the key groups of people we serve:

### Customers

Customers are people who directly use transport networks and services, including drivers, public transport and point-to-point passengers, pedestrians, cyclists and freight providers.

### Communities

Communities are groups of people in particular places who are both affected by our work (for example, residents living near construction sites) and experience the outcomes and benefits of our activities (for example, residents of a newly constructed place).

### People of NSW

The people of NSW are the collective residents and taxpayers of NSW. The people of NSW have a shareholder-type relationship to what we do and how we do it. We need to invest wisely on their behalf in the best transport solutions that serve a wide range of social and economic outcomes.

### People of Transport

The people across the network (employees and partners) who deliver the work of Transport.

## What value means can have multiple layers

An individual person may have an interest in more than one type of value depending which 'hat' they are wearing:

As a **customer**, I want to know that Transport is delivering a good range of options to meet my needs to enable me to move myself, my family and any goods from place to place.

As a **member of a community**, I want to feel confident that Transport is helping to make my community a great place to be.

As a **resident and taxpayer of NSW**, I want to know that my money is being invested in the right places to ensure a prosperous future and an excellent quality of life.

As **someone who works for and is doing business with Transport**, I want to feel excited about my work and empowered with the right tools, processes and opportunities to succeed.

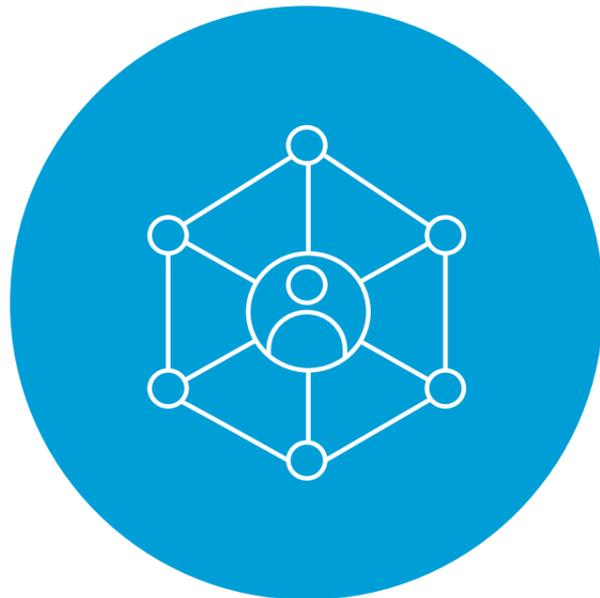
# Four primary outcomes

Our four primary outcomes describe the highest order value we create for customers, communities, the people of NSW, and the people of Transport.

These aspirational descriptions of the end state encourage us to think in new ways about the role we play and how it contributes to our society and well-being.

We work with many stakeholders to create these primary outcomes, such as government and industry partners, regulated parties, advisory boards, unions and committees, peak industry bodies and associations, advocacy groups, and non-government organisations.

Defining these primary outcomes provides a clearer sense of purpose in our work, and a foundation for partnering effectively with our many stakeholders.



For customers

**Connecting our customers' whole lives**



For communities

**Successful places**



For the people of NSW

**Strong economy and quality of life**



For the people of Transport

**Thriving people doing meaningful work**

# Our Outcomes Framework

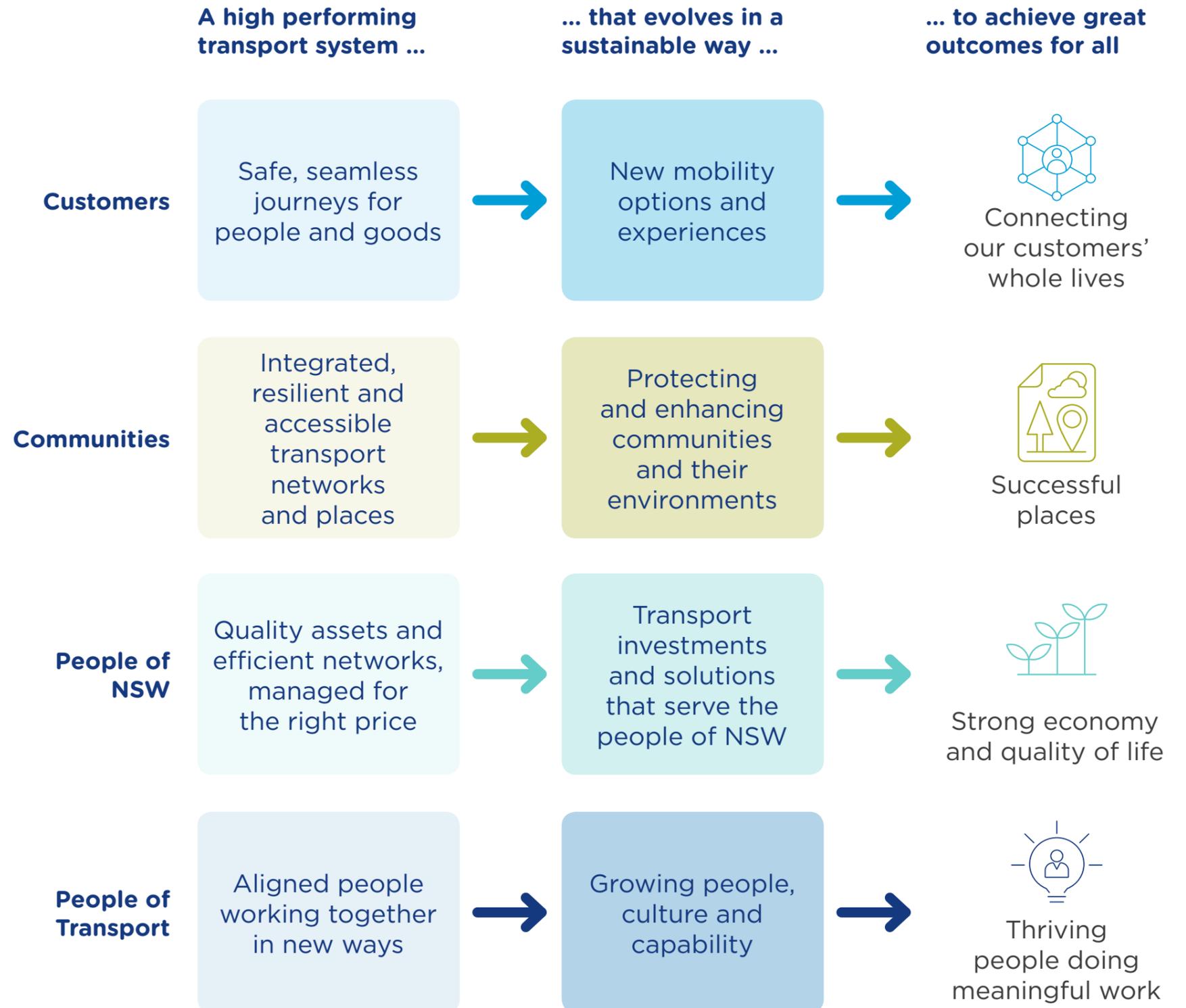
## A framework of outcomes

It's one thing to have a clear sense of the long-term value we want to create, but we need to be able to connect these outcomes back to the work that people and teams do across Transport.

Underneath each primary outcome are more intermediate outcomes that we are actively working towards. Collectively they form a framework of outcomes that create a rich picture of what we need to deliver to achieve our desired end state.

Different people and teams across Transport will play different roles in contributing to these outcomes. No one team is accountable for delivering all of these outcomes; in fact, many teams will direct the majority of their time and effort to delivering on just one or two of the outcomes in this framework.

It's helpful though to have a picture of all the different outcomes we need to be working towards across Transport. This helps us spread our effort and investment wisely and should shape our planning and the way we organise ourselves.



# How our outcomes help us deliver Future Transport

## 6 principles to guide the transport system of the future

Future Transport outlines six principles for a modern, effective transport system to 2056 as a long term vision for the transport system.

These are the principles that will guide us as we navigate the large social and economic shifts that will impact the State in the coming decades.

## Outcomes as a way of operationalising Future Transport

Our Outcomes Framework provides a mechanism to bring the Future Transport principles into the internal planning and resource allocation processes in our business, and the sector-wide processes that support the delivery of the NSW Budget.

The detailed Outcomes Framework document that accompanies this Blueprint articulates even more detail beneath the outcomes, in a way that connects more closely to specific activities, processes, functions and investment. This detail provides a toolkit to enable more detailed conversations about value creation and trade-offs across different outcomes and stakeholder groups.

The Future Transport principles map to the three externally-oriented outcomes: Connecting our customers' whole lives, Successful Places, and Strong economy and quality of life, as depicted in the diagram opposite.

## Future Transport's principles for a modern, effective transport system to 2056...



Connecting our customers' whole lives

**Customer focused** - Customer experiences are seamless, interactive and personalised, supported by technology and data.

**Safety and Performance** - Every customer enjoys safe travel across a high performing, efficient network.



Successful places

**Successful Places** - The liveability, amenity and economic success of communities and places are enhanced by transport.

**Accessible Services** - Transport enables everyone to get the most out of life, wherever they live and whatever their age, ability or personal circumstances.



Strong economy and quality of life

**Strong Economy** - The transport system powers NSW's future \$1.3 trillion economy and enables economic activity across the state.

**Sustainable** - The transport system is economically and environmentally sustainable, affordable for customers and supports emissions reductions.



# Using outcomes to shape our focus

## How do we achieve the outcomes we aspire to?

The outcomes in our framework describe the value we want to achieve for the people we serve, and the intermediate outcomes we are working to deliver. They point us to the destination but they don't tell us what we need to focus on to get there.

In this Blueprint, we use a hierarchy of outcomes, ambitions, measures and priorities to describe the pathway of moving from high level outcomes to specific activities:



## Ambitions

Ambitions translate our outcomes into something concrete we aspire to achieve in the next 10 years, into specific goals that we can plan towards.

A good ambition will stretch us. It should be something we believe could be achieved, but should challenge us to move out of what we know and find new and better ways to do things. It should cause us to make some clear commitments, while still giving us options as to different pathways we could take.

## Priorities

Priorities are areas of activity that need focus, in order to move the dial on the things we are measuring in service of our ambitions and outcomes. These priorities help direct our attention to specific activities and new ways of working that will be vital to get us there or key enablers that will underpin all we do.

## Measures

Measures are a way of tracking and measuring our performance against the ambitions we have set ourselves. As we implement our Blueprint, we want to know how well we are doing and be able to measure how far we have come and how far we still need to travel. We can't expect to get to a different, better future, by measuring exactly the same things we do today. In order to reassure ourselves that we are making progress to our destination, we will need to define some new measures that are more closely aligned to the outcomes we want to create.

On the pages that follow we describe some specific ambitions that we want to achieve in the next 10 years for the people we serve, and a high level view of the key things we need to measure. We also outline the key strategic priorities we believe will require special focus in our thinking and planning over the next few years.

Section

# 03

## Our ambitions for the next 10 years





Customer

# Connecting our customers' whole lives

Transport plays a vital part in the lives of our customers, whether at work or at play, across the whole of their lifespan from childhood to old age. We will deliver and enable transport solutions that blend seamlessly into our customers lifestyles, catering for the wide range of journey types needed by people and for the movement of freight.

We must work closely with customers to understand their changing needs and create solutions that work for them, regardless of location and accessibility needs.

## Outcomes

A high performing transport system ...

Safe, seamless journeys for people and goods

... that evolves in a sustainable way ...

New mobility options and experiences

... to achieve great outcomes for all

Connecting our customers' whole lives

## 10 year ambitions

Significant reduction in the road toll  
A transport system that delivers every day for people and freight

Personalised, real-time proactive transport choices and services  
Increased transport options and better urban network design leads to reduced dependency on car ownership

People love public transport – it's the preferred choice in Greater Sydney and a real option in our regions

## Key things we will measure

Fatalities and injuries  
Network performance

Public and active transport patronage and mode shares  
Successful pilots and innovations  
Digital uptake

Customer satisfaction for end-to-end journeys  
Customer advocacy



Communities

# Successful places

At the heart of communities are places - where people come together to interact and transact, and travel to other communities. We will help create places that integrate the right mix of infrastructure, services and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes.

We need to work in close partnership with communities and ensure that the places we create reflect the identity of their people and culture.

## Outcomes

A high performing transport system ...

**Integrated, resilient and accessible transport networks and places**



... that evolves in a sustainable way ...

**Protecting and enhancing communities and their environments**



... to achieve great outcomes for all

**Successful places**

## 10 year ambitions

Strong satisfaction with the integration and accessibility of services in specific urban and regional places

Transport is winning awards for design of transport precincts

Smarter project delivery with more meaningful engagement with impacted communities

Transport rated as a valued and trusted partner by those we work with and by communities in working towards their long-term health and sustainability

Transport makes communities across NSW great places to live, work and visit

Regional customers can use public transport to engage with local communities and their nearest regional hub

## Key things we will measure

Community feedback  
Accessibility and connectivity  
Human centered design

Reputation index  
Emissions and environmental management

Community satisfaction  
Health and wellbeing



People of NSW

# Strong economy and quality of life

Our transport system powers and connects a globally competitive, inclusive and sustainable NSW. We must acknowledge and embrace the critical role we play in driving economic growth and improving the quality of life for the people of NSW.

## Outcomes

A high performing transport system ...

Quality assets and efficient networks, managed at the right price

... that evolves in a sustainable way ...

Transport investments and solutions that serve the people of NSW

... to achieve great outcomes for all

Strong economy and quality of life

## 10 year ambitions

NSW has the most efficient goods movement in Australia

We have made clear choices about which delivery models are both financially sustainable and deliver the best social and economic outcomes

Transport can demonstrate how its work with government partners is helping to achieve broader social and economic outcomes and achieving greater overall value for taxpayers

Increased value and return on investment for the people of NSW

Transport-led economic growth, including through a 30 minute city and regional public transport day return

## Key things we will measure

Freight efficiency

Asset whole-of-life costs and returns

Benefits realisation

Project evaluations

Overall return on investment and cost recovery

30 minute city

Regional public transport day return



People of Transport

# Thriving people doing meaningful work

The world of work is changing at a rapid pace. Our most valuable asset is our people, and we will support them to transition and thrive in a changing world. We must be proactive and deliberate in designing our ways of working and workplaces, so we are creating new opportunities for our people to fulfil their aspirations and be successful.

## Outcomes

A high performing transport system ...

... that evolves in a sustainable way ...

... to achieve great outcomes for all

Aligned people working together in new ways



Growing people, culture and capability



Thriving people doing meaningful work

## 10 year ambitions

There is a high level of belonging, care and involvement felt by Transport people and partners

Transport's physical and digital workplaces, spaces and systems facilitate and drive performance

Transport is the best place to work in Australia

Transport's workforce reflects the diversity of the customers and communities we serve

Personalised learning is leveraged to unlock the potential of our people

Transport is a leader in evolving its people and capability to respond to new technology and ways of working

Major business processes are designed to promote empowerment and collaboration

## Key things we will measure

Diversity and inclusion  
Workplace safety  
Efficiency and effectiveness of key processes and systems

Talent acquisition  
Talent management, mobility and retention  
Workforce productivity

Employee and leader experience  
Employee engagement and advocacy

# Summary of outcomes, ambitions and measures

	Outcomes	10 Year Ambitions	Key things we will measure
	<b>Connecting our customers' whole lives</b>	<ul style="list-style-type: none"> <li>• People love public transport – it's the preferred choice in Greater Sydney and a real option in our regions</li> </ul>	<ul style="list-style-type: none"> <li>• Customer SAT for end-to-end journeys</li> <li>• Customer advocacy</li> </ul>
	<b>New mobility options and experiences</b>	<ul style="list-style-type: none"> <li>• Personalised, real-time proactive transport options</li> <li>• Increased transport options and better urban network design leads to reduced dependency on car ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Public and active transport patronage and mode shares</li> <li>• Successful pilots and innovations</li> <li>• Digital uptake</li> </ul>
	<b>Safe, seamless journeys for people and goods</b>	<ul style="list-style-type: none"> <li>• Significant reduction in road toll</li> <li>• A transport system that delivers every day for people and freight</li> </ul>	<ul style="list-style-type: none"> <li>• Fatalities and injuries</li> <li>• Network performance</li> </ul>
	<b>Successful places</b>	<ul style="list-style-type: none"> <li>• Transport makes communities across NSW great places to live, work and visit</li> </ul>	<ul style="list-style-type: none"> <li>• Community satisfaction</li> <li>• Health and wellbeing</li> </ul>
	<b>Protecting and enhancing communities and their environments</b>	<ul style="list-style-type: none"> <li>• Smarter project delivery with more meaningful engagement with impacted communities</li> <li>• Transport rated as a valued and trusted partner by those we work with and by communities in working towards their long-term health and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Reputation index</li> <li>• Emissions and environmental management</li> </ul>
	<b>Integrated, resilient and accessible transport networks and places</b>	<ul style="list-style-type: none"> <li>• Strong satisfaction with the integration and accessibility of services in specific urban and regional places</li> <li>• Transport is winning awards for design of transport precincts</li> </ul>	<ul style="list-style-type: none"> <li>• Community feedback</li> <li>• Accessibility and connectivity</li> <li>• Human-centred design</li> </ul>
	<b>Strong economy and quality of life</b>	<ul style="list-style-type: none"> <li>• Increased value and return on investment for the people of NSW</li> <li>• Transport-led economic growth, including through a 30 minute city and regional Public Transport day return</li> </ul>	<ul style="list-style-type: none"> <li>• Overall return on investment and cost recovery</li> <li>• 30 minute city</li> <li>• Regional public transport day return</li> </ul>
	<b>Transport investments and solutions that serve the people of NSW</b>	<ul style="list-style-type: none"> <li>• Transport can demonstrate how its work with government partners is helping to achieve broader social and economic outcomes and achieving greater overall value for taxpayers</li> <li>• Major investments have a clear Return on Investment, including wider economic benefits and social outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits realisation</li> <li>• Project evaluations</li> </ul>
	<b>Quality assets and efficient networks, managed at the right price</b>	<ul style="list-style-type: none"> <li>• NSW has the most efficient goods movement in Australia</li> <li>• We have made clear choices about which delivery models are both financially sustainable and deliver the best social and economic outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Freight efficiency</li> <li>• Asset whole-of-life costs and returns</li> </ul>
	<b>Thriving people doing meaningful work</b>	<ul style="list-style-type: none"> <li>• Transport is the best place to work in Australia</li> <li>• Transport is a leader in evolving its people and capability to respond to new technology and ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Employee and leader experience</li> <li>• Employee engagement</li> </ul>
	<b>Growing people, culture and capability</b>	<ul style="list-style-type: none"> <li>• Transport's physical and digital workplaces, spaces and systems facilitate and drive performance</li> <li>• Personalised learning is leveraged to unlock the potential of our people</li> </ul>	<ul style="list-style-type: none"> <li>• Talent acquisition</li> <li>• Talent management, mobility and retention</li> <li>• Workforce productivity</li> </ul>
	<b>Aligned people working together in new ways</b>	<ul style="list-style-type: none"> <li>• There is a high level of belonging, care and involvement felt by Transport people and partners</li> <li>• Transport's workforce reflects the diversity of the communities we serve</li> <li>• Major business processes are designed to promote empowerment and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity and inclusion</li> <li>• Workplace safety</li> <li>• Efficiency and effectiveness of key business processes</li> </ul>

Section

# 04

## Our strategic priorities



# 7 strategic priorities we must focus on to drive change and take us to 2029

Our strategic priorities identify the key areas that require special focus.

They define the new ways of working and key enablers critical to delivering our outcomes and ambitions.



## 1. Working in partnership

Deep, authentic engagement with communities, governments and industry so that Transport can play a valuable part in realising social and economic outcomes for NSW.



## 2. Data-driven decision making

Transforming the customer and people experience by providing the right information to the right people and processes at the right time.



## 3. Technology and innovation

Using technology to provide innovative solutions and create an enhanced customer and people experience.



## 4. Place-based integrated service design

Using collaborative design to provide mobility options that will serve the current and future needs of customers and communities.



## 5. Enabling the mobility ecosystem

Being deliberate and clear about our role and level of involvement in the delivery of services – and ensuring that the overall ecosystem of providers and mobility options delivers the right outcomes.



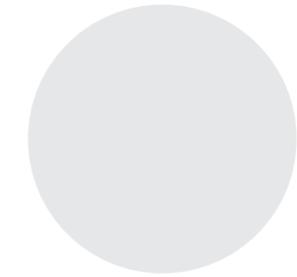
## 6. Financial sustainability

Living within our means so we can afford to invest in the right things for our customers and communities with less reliance on taxpayer subsidies.



## 7. Evolution of work

Being prepared for the work of a technology-enabled future, equipping our leaders to lead our people through change and transformation and skilling our people in the areas that best align with our desired outcomes.



# 1 Working in partnership

**Deep, authentic collaboration with communities, governments and industry so that Transport can play a more valuable part in realising social and economic outcomes for NSW.**



## What it means:

1. Working differently with a range of partners to maximise our impact and drive successful delivery of our outcomes
2. Close relationships based on trust, respect and a collective vision
3. Building long-term working partnerships with industry to innovate new transport solutions
4. Actively pursuing and participating in whole of government responses to specific NSW challenges and priorities

## What it covers:

- Understanding the role of Transport in shaping broader social and economic outcomes
- Collaboration with community leaders to contribute to economic growth and quality of life
- Respectful relationships with unions
- Creating whole-of-government responses to specific social and economic issues
- Contributing to State-level priorities

## How it contributes to our outcomes



### Connecting our customers' whole lives

- Working with partners to deliver new transport options and experiences



### Successful places

- Solutions we co-create are closely aligned to the ambitions and goals for communities and partners



### Strong economy and quality of life

- Actively contributing to state level priorities – jobs growth, regional development, reduced childhood obesity, increased trade
- Everyone understands and values the social and economic benefits Transport brings to communities



### Thriving people doing meaningful work

- Close, trusted relationships with government agencies and organisations to share information and better use available resources across our urban and regional communities

## 2 Data-driven decision making

**Transforming the customer and people experience by providing the right information to the right people and processes at the right time.**

### What it means:

1. Deepening customer relationships to better understand needs and expectations, and enable an improved customer experience
2. Developing insights from customer, services, network and macro information that can be accessed by the right people through decision support technologies
3. Directly supporting and empowering our people to make informed evidence-based decisions at a devolved level (close to the customer)

### What it covers:

- Data and analytics roadmap
- Data governance (responsibility, quality, trustworthiness, availability, privacy, security, storage, retention)
- Open data / commercialised data
- Data partnerships
- Data investment management
- Data value management
- Data asset knowledge base



### How it contributes to our outcomes



#### Connecting our customers' whole lives

- Customer insights and Internet of Things feedback highlight and drive new service and product opportunities
- Transport-related apps and data platforms become an indispensable tool for planning and paying for journeys



#### Successful places

- Using community level data to help design transport options



#### Strong economy and quality of life

- Where appropriate, use data to create revenue opportunities and drive innovation with our partners
- Use data to track outcomes and performance and drive better decision making
- Increasing data insights collaboration across government



#### Thriving people doing meaningful work

- A data literate workforce considers insights an indispensable decision support tool, increasing the quality and effectiveness of decision making and solution design
- Data decisions are governed by an information acquisition and management framework
- A smart data catalogue makes data accessible and approachable and helps guide decisions around data management and retention
- Customer and Internet of Things data-driven insights highlight new service and product opportunities
- Data-driven decision inputs and outcomes feed learning processes

# 3 Technology and innovation

Using technology to provide innovative solutions and create an enhanced customer and people experience.



### What it means:

1. Creating the innovation culture and environment to respond quickly and creatively to new opportunities in transport
2. Building the next generation of customer technology and experiences, and using Internet of Things to revolutionise our services, operations, maintenance and major works
3. Using technology to enhance our ways of working and drive new levels of efficiency, safety and sustainability

### What it covers:

- Next generation technology
- Linking data and technology
- Innovation process and pathways
- Innovation governance
- Technology partnerships

### How it contributes to our outcomes



#### Connecting our customers' whole lives

- Developing and adopting new technologies to enhance the end-to-end customer experience
- Real impact to customers lives with reduced travel times, more choice and greater accessibility



#### Successful places

- Highly effective, working partnerships with communities to design and trial new technology solutions



#### Strong economy and quality of life

- A transport system actively embracing and adopting new technology to drive better efficiency and effectiveness of maintenance, operations and major works



#### Thriving people doing meaningful work

- A culture and working environment that enables innovation to thrive, at a pace with the right support and governance
- Our people have a consumer-grade, seamless technology experience
- Transport has a well defined innovation pathway for transforming insight into solutions, and scaling across our business

## 4 Place-based integrated service design

Using collaborative design to provide the mobility options that will serve the current and future needs of customers and communities.



### What it means:

1. Common approach to place design with clear principles to guide design and delivery
2. Tailored solutions that are fit for place, informed by deep engagement and community insights
3. Whole-of-Transport design that integrates transport solutions and delivers better outcomes for communities in a more cost effective way
4. Working across government to plan and deliver key infrastructure and services in the right places

### What it covers:

- Applying Future Transport’s Movement and Place Framework
- Understanding the different types of customers and journeys within a place
- Engaging the community and other areas of government in upfront design
- Incorporating collaborative co-design into community engagement and business case processes

### How it contributes to our outcomes



#### Connecting our customers’ whole lives

- Engaging with and understanding direct and indirect customers in order to deeply understand their patterns of movement within and between places
- Timetabling that connects different modes better than ever before, particularly in the regions



#### Successful places

- Listening carefully to all community stakeholders in a place, and co-designing solutions that are fit for that place
- Enabling better mobility and improving community outcomes in places that have been subject to integrated service design



#### Thriving people doing meaningful work

- Common approach to place-based service design following clearly articulated principles that create strategic alignment among all stakeholders
- There is a clear understanding of the relevant roles and responsibilities across the cluster that make place-based integrated service design a reality
- A sustainable capability for place-based integrated service design, spread across the cluster, and can be applied at whole-of-government level

## 5 Enabling the mobility ecosystem

Being deliberate and clear about our role and level of involvement in the delivery of services – and ensuring that the overall ecosystem of providers and mobility options delivers the right outcomes.



### What it means:

1. Defining the roles Transport will play in delivering services vs enabling others
2. Acknowledging where public or private operators are more efficient, effective, safe and reliable to deliver services
3. Working to create seamless interactions between public and private providers across the whole transport ecosystem
4. Helping pave the way for new transport options and delivery models to be integrated into the mobility ecosystem

### What it covers:

- Type of roles for Transport including where we will deliver services directly vs enable and regulate others to deliver on our behalf
- Capabilities required to effectively play these roles
- Frameworks and mechanisms for making delivery model choices
- Shaping ecosystem-wide policy and regulations and connecting up the different participants in the transport ecosystem

### How it contributes to our outcomes



#### Connecting our customers' whole lives

- A consistent focus on customer experiences and outcomes across the ecosystem
- A varied set of transport options and delivery models that meet a wide range of customers needs, regardless of who delivers and operates them



#### Strong economy and quality of life

- Investment choices consistent with current and future delivery models
- Clarity of subsidies at all levels creating better value services for users without excessive subsidy from non-users
- Assurance that NSW has the right range of transport options delivered as efficiently as possible and with an appropriate level of safety and quality

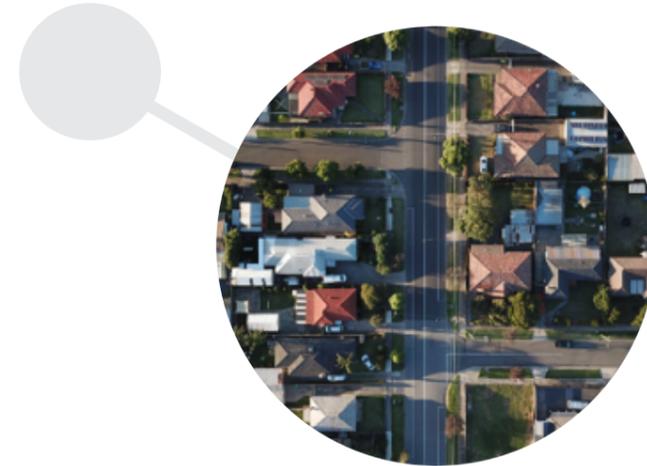


#### Thriving people doing meaningful work

- Clear definitions of the types of roles we want our people to play in delivering or enabling mobility
- Deep understanding of the pros and cons of different delivery model options in both service and infrastructure delivery
- Lower levels of wasted investment in capability, systems, process and technology
- Having authentic and respectful conversations with our people about impacts of different delivery model choices and supporting them through any change, including reskilling our people for future skills needs

## 6 Financial sustainability

**Living within our means so we can afford to invest in the right things for our customers and communities with less reliance on taxpayer subsidies.**



### What it means:

1. Freeing up funding to invest by reducing costs and driving revenue generation
2. Spending prioritised towards enhancing value for customers, communities and the people of NSW
3. Improving cost management and investment decisions

### What it covers:

- Cost visibility and transparency
- Spending and investment decisions
- Commercial and revenue opportunities
- Evaluation and performance measurement
- Efficiency and optimisation
- Defining environmental and social costs

### How it contributes to our outcomes



#### Connecting our customers' whole lives

- Customer value and choice across diverse customer segments measured against cost to serve
- Right data and insights to understand the cost to serve and fare price-point for our customers



#### Strong economy and quality of life

- Financially viable business and operating models with full accountability and visibility of cost, revenue and subsidy across the cluster
- A funding allocation framework based on value
- Building trust with taxpayers and government



#### Thriving people doing meaningful work

- The right transparency of spend, revenue and subsidy across Transport to support decision making at the appropriate level of the cluster
- Appropriate cost for realised value across the full lifecycle of projects and initiatives
- The right operating and business models for the various parts of the organisation

# 7 Evolution of work

**Being prepared for the work of a technology-enabled future, equipping our leaders to lead our people through change and transformation and skilling our people in the areas that best align with our desired outcomes.**

### What it means:

1. Understanding and proactively preparing for rapidly changing occupations requiring new and updated technical and soft skills
2. A focus on supporting, retraining and upskilling our people to meet these needs and thrive in the new world
3. A more diverse workforce as demographics significantly change across role types, leadership and the organisation
4. More agile, cross-cluster, cross-sector and cross-industry partnerships and ways of working to meet evolving customer expectations and employer needs

### What it covers:

- Changing patterns of work and their impact on employers, employees and communities
- Digitally enabled workforces
- Strategic workforce planning
- Recruitment and skills management (Buy, Borrow, Build)
- Ways of working
  - Flexible work
  - Industrial and employment relations
  - Future workplaces
  - Behaviours
- Cluster-wide capability (Leadership, technology and digital, strategic HR capability, HR data, solution and service design, commercial)
- Learning and development

### How it contributes to our outcomes



#### Connecting our customers' whole lives

- Creating a great experience of work for our people will create the right environment and understanding to deliver better customer outcomes



#### Successful places

- Understanding the changing dynamics of work, and what that means for transport, will have a big impact on the future success of many urban and regional communities



#### Strong economy and quality of life

- The investments we make in transport networks, infrastructure and people need to reflect the 'where', 'what' and 'how' of future work
- Adopting new, more efficient and connected ways of working will help drive the tax dollar further



#### Thriving people doing meaningful work

- Creating the right physical and virtual spaces, systems and processes that support our people and enable desired behaviours and ways of working
- Implementing new ways of working enabled by tools and technology will enable us to attract and retain the best talent
- Enabling our people to do work that is meaningful, and empowering them to work in areas they are most skilled at or motivated by
- We can leverage the strength of a proud workforce who use their 'collective genius' to achieve our shared ambitions

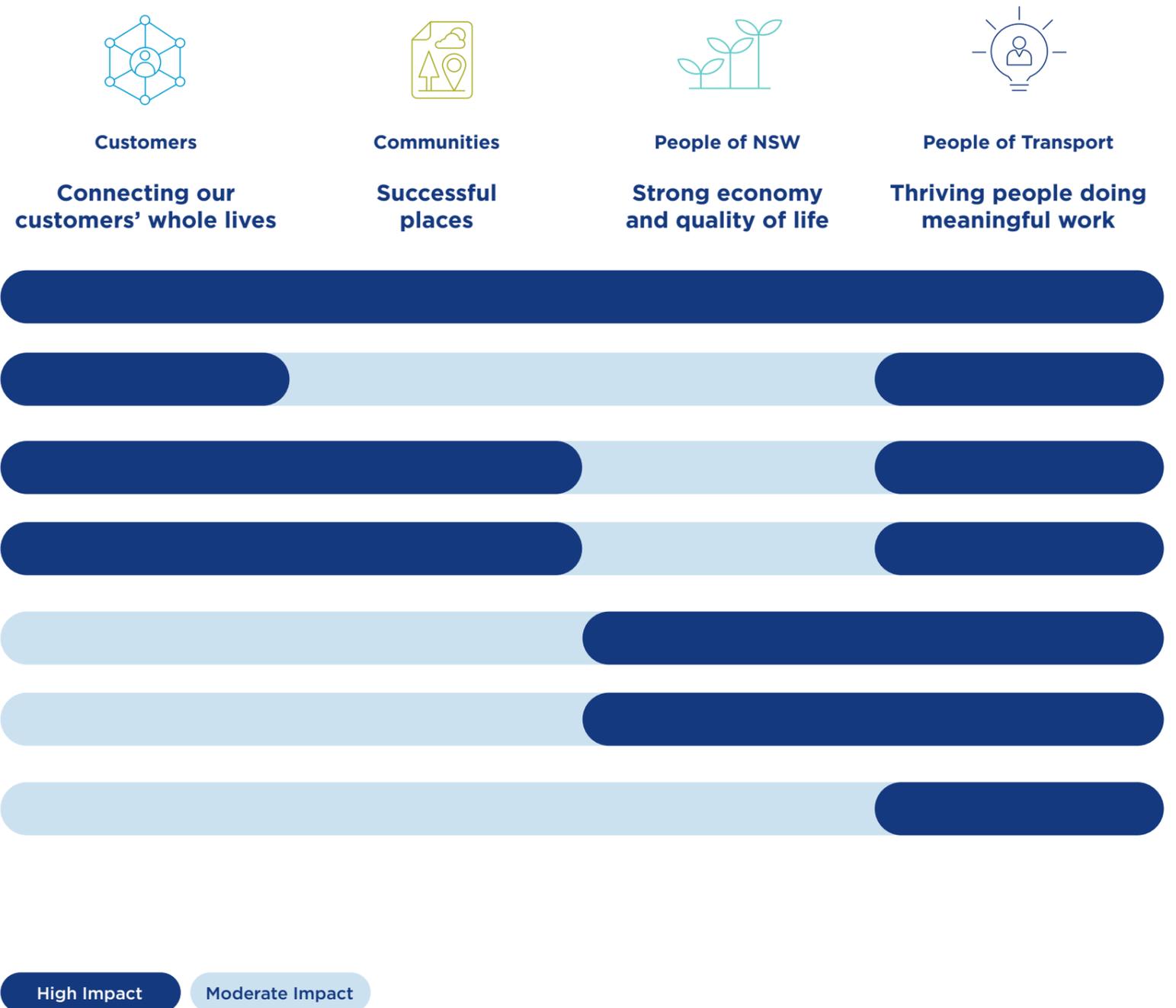


# How our strategic priorities connect to our primary outcomes

**There needs to be close alignment between the work we do and the outcomes we want to deliver.**

Each of the seven strategic priorities has a specific relevance and connection to the outcomes we have specified. Some will create specific impact on one or two of the outcomes; others, such as *working in partnership*, will have a high impact as an enabler across all of the outcomes. This impact will change over time depending on the specific activities and investments we make in each of these strategic priorities.

The heat map opposite is a high level illustration of where we anticipate our strategic priorities will most contribute to our outcomes.



Section

# 05

# Implementing the Blueprint



# What next?

**Our Blueprint will be implemented by cascading the outcomes, ambitions and strategic priorities into our internal planning and resource allocation processes.**

There will be more work required to adapt the elements of the Blueprint to each part of the business, to develop specific initiatives that will move us towards our desired outcomes, and to set up robust frameworks for measuring our progress and managing risk. We will also need to filter the elements of the Blueprint into the decision making structures in the business – so that we are assessing choices in light of the value we are trying to create.

The Blueprint will be regularly updated and linked into our internal corporate and business planning cycles. It will need to both respond to and inform our ongoing longer term strategic transport planning.

The diagram opposite summarises how the core elements of the Blueprint are relevant to how we lead and work, and where they should feature in the thinking and planning we need to do in our teams.

## What it means for you and your team

**Values, core principles and ways of leading**



Consciously setting a high standard for how we lead, behave and work together, and the decisions we make every day.

**Strategic Priorities**

- Working in partnership
- Data-driven decision making
- Technology and innovation
- Place-based integrated service design
- Enabling the mobility ecosystem
- Financial sustainability
- Evolution of work

Putting in place initiatives and activities to fast track our progress in these areas, in line with the directions outlined in this Blueprint.

**Outcomes Framework**



Linking everything we do back to the value we are trying to create for customers, communities, the people of NSW and the people of Transport.

Being clear on the role we play in contributing value to the people we serve, and organising ourselves accordingly.

Setting our business unit and team ambitions and targets in a way that aligns with Transport's overall ambitions.

Aligning our resources to activities that achieve the most value for the people we serve.

# Strategic questions

## 1. Direction

Transport is moving towards a more integrated approach focused around place and mobility.

- What does working with customers, communities and partners to create the best place-based solutions mean for your team? How will it shape your plans and priorities?
- What does the move to a more mode-agnostic, co-ordinated set of mobility options for our customers mean for your team? How will it shape your plans and priorities?
- If your team is not working directly with customers and communities, how will your work support the parts of the organisation that do? What new elements will you have to plan for?

## 2. Outcomes

As a cluster, we are all working towards a set of common outcomes that describe the value we are seeking to create.

- Which specific outcomes and ambitions are most closely aligned with the work your team does?
- What value does your team create to serve these outcomes and ambitions?
- What current or new projects or initiatives does your team see as important to achieving these outcomes?
- How will you measure success in achieving these outcomes?
- What key risks will you need to manage in working towards these outcomes and ambitions?

## 3. Strategic priorities

We have established 7 priority areas for focus over the next 10 years.

- Which of the strategic priorities are most relevant to your team?
- How will work in these strategic priorities help achieve outcomes for Transport? For your team?
- What current or new projects or initiatives does your team see as important in relation to these strategic priorities?
- What does success mean for your team in relation to these strategic priorities?
- What key risks will you need to manage in addressing these priority areas?
- What additional priorities does your team have? Which ones are most critical for investment in the next 12 months? 2-3 years?

## 4. Resource allocation

We know we need to find ways to become more sustainable and do more with less.

- In an environment of constrained resources and tight budgets, which projects, initiatives or programs of work should be prioritised? What can be deferred?
- What should your team start/stop/continue doing?

