

Premier Motor Service

Customer Experience Plan

Table of Contents

1. Introduction.....	2
2. Customer Commitment.....	3
3. Scope.....	3
4. Key Stakeholders	3
5. Our Team – Staff Competencies, roles and Responsibilities	4
6. Customer Service Training and Staff Development	6
7. Information Sources	6
8. Customer Feedback	7
9. Service Communications.....	8
10. Customer Engagement and Continuous Improvement of Service Delivery.....	9
11. Safety, Security & Emergency Preparedness.....	9
12. Fleet and Infrastructure	12
13. Fares and Ticketing.....	12
14. Public Transport Services Integration.....	16
15. Special Event Services Support	16
16. Lost Property	16
17. Equitable Access for All Customers	17
18. Compliance and Reporting.....	18

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	1



Figure 1 Delivering quality bus services across the Illawarra

1. Introduction

‘Building good customer experience doesn’t happen by accident – it happens by design’ – Clare Muscutt

Customer experience is defined by the interactions and experiences your customer has with your business throughout the entire customer journey, from first contact to becoming a happy and loyal customer.

Globally, the design of public transport systems is evolving to become more encompassing. Customers are desiring more control about how and when they travel, and this impacts the entire customer journey, from research and planning their trip to when customers arrive at their end destination.

As transport operators Premier Motor Service are becoming increasingly aware of the value of customer experience and are constantly reviewing our transport systems and networks and taking a human-centred design approach to create a holistic and multi-modal journey for our customers.

By collaborating and co-creating with TfNSW, along with the local community and our customers, we can create public transport systems that drive higher customer satisfaction, increased efficiency and patronage growth.

Not all customers have the same expectations. It’s crucial to remember that cleanliness and comfort on-board public transport for some customers is just as important as arriving on time. For others, it is the perception of safety while waiting at a stop. Considering the entire journey and deeply understanding customer needs and expectations is critical to ensure investment and priority in the delivery of services is allocated to provide the most return on investment.



The above eight guidelines (when executed well), provide a foundational model that enables growth, innovation and continuous improvement. Operators that change their focus from moving vehicles to moving customers have already begun the journey, but it doesn’t stop there. Embedding customer-centricity in organisational culture is critical – delivery of public transport services that are customer focused is the responsibility of the entire organisation, from the executive to the front line (and all in-between).

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrold Thompson	Business Plan	2

2. Customer Commitment

Our Customer Commitment

We strive to deliver a transport experience where every passenger feels safe, welcome, and respected. Our goals are centred on:

- **Safety & Security:** Ensuring customers trust the reliability of our network and feel secure throughout their journey.
- **Inclusive Engagement:** Providing informative and inclusive communication so all passengers feel welcome.
- **Continuous Improvement:** Encouraging feedback to help us plan and improve our services.

What You Can Expect from Us

Our team is dedicated to maintaining high standards of service and professionalism.

- **Safe & Well-Maintained Vehicles:** Buses are kept clean, tidy, and in good repair, adhering to strict maintenance and safety standards.
- **Professional Conduct:** Drivers are expected to be civil, clean, and respectable while complying with reasonable passenger requirements.
- **Timeliness & Reliability:** We aim to operate according to published timetables and routes.
- **Responsive Support:** We aim to acknowledge customer complaints within **2 business days** and resolve them efficiently.

Passenger Responsibilities

To maintain a comfortable environment, we ask our passengers to follow these guidelines:

- **Respect Others:** Avoid offensive language or behaviour that interferes with the comfort and safety of others.
- **Priority Seating:** Vacate designated seats for aged persons or those with disabilities when requested.
- **Safety First:** Do not hinder the driver, interfere with equipment (like automatic doors), or smoke on board.
- **Cleanliness:** Refrain from littering, eating, or drinking intoxicating liquor on the bus.
- **Boarding & Alighting:** Only board or leave the bus at scheduled stops.

3. Scope

This Customer Service Plan applies to passenger transport services operated by Premier Motor Service under contract to Transport for NSW. This includes scheduled route services, school services, rail replacement services and charter services.

This plan outlines our approach to achieving exceptional service delivery through a customer-focused commitment and **integrated service culture**. We believe that every interaction is an opportunity to build trust and demonstrate our value to the community.

4. Key Stakeholders

Achieving a seamless transport network requires open communication and shared goals with the following partners:

Our Passengers & The Local Community: The most important stakeholders are the people we serve. We listen to our passengers through community consultations and feedback channels to ensure our routes and services meet the evolving needs of the region.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	3

Transport for NSW (TfNSW): As the governing body, Transport for NSW provides the regulatory framework, contractual standards, and the Open Data platform that powers our real-time trip planning tools. We work closely with TfNSW to ensure our service aligns with state-wide transport strategies.

Our Internal Team (Drivers, Office, & Maintenance): Our staff are the frontline of our brand. We engage our drivers and maintenance teams as key stakeholders by providing a safe, supportive workplace where their expertise is valued and their professional development is prioritised.

Local Schools & Educational Institutions: For our school bus services, we partner with school administrations to guarantee the safe and punctual transport of students. We adhere to strict child safety guidelines and coordinate closely on school-specific route requirements.

Local Councils & Infrastructure Partners: We collaborate with local government authorities regarding road maintenance, bus stop infrastructure, and urban planning. This ensures that our buses can operate safely on well-maintained roads with accessible boarding points for all passengers.

5. Our Team – Staff Competencies, roles and responsibilities

As part of our overall commitment to the customer experience it is important to have experienced and qualified staff as part of our team.

All staff are provided with a job description which clearly outlines the duties and responsibilities of their position and any relevant competencies required for the role as well as a copy of the company policies and procedures which provide clear guidelines on the standards set by our company and the processes that need to be followed.

All staff are provided with on job training and support to ensure that they are able to meet the requirements of the job and additional training is provided as required. Training is recorded in our Staff management system and any relevant certificates are uploaded into the system as well.

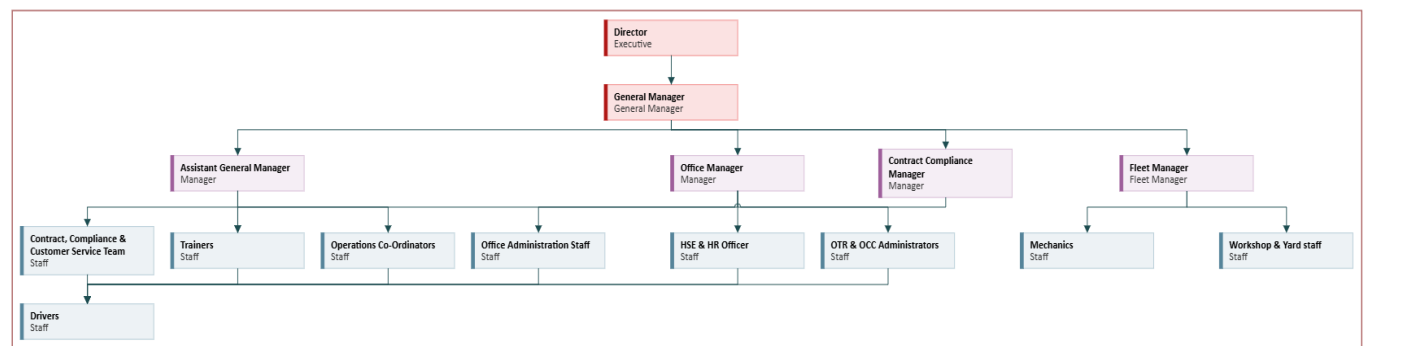


Figure 2 Organisational Chart

Leadership Team

We are committed to fostering a workplace where our frontline staff are empowered, respected, and equipped with the tools they need to provide world-class service.

We hold ourselves accountable for the reliability of our fleet and the transparency of our communication. When we fall short, we listen, learn, and act swiftly to make it right.

Key Roles in our Leadership team include:

Director: The director oversees all operations strategic direction and financial health of the company. Ensures compliance with laws and regulations. The director must identify, assess and manage risks facing the company. The director needs to consider the best interest of the company but also consider the interest of various stakeholders,

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	4

including employees, customers and the community. The director and/or general manager is required under the contract to attend the Quarterly Executive Forum under the contract.

General Manager: The general manager oversees daily operations and the strategic direction of a company. Managing staff, setting budgets, implementing policies and ensuring the overall success and profitability of the business. The GM also provides leadership, guidance and maintains a harmonious work environment. The director and/or general manager is required under the contract to attend the Quarterly Executive Forum under the contract.

Compliance Manager: The compliance manager is responsible for all aspects of contract compliance and auditing in relation to the delivery of services and meeting customer service KPI's. Ensuring an organisation adheres to the laws, regulations and internal policies. This role is crucial in preventing legal issues, financial penalties and reputation damage. The compliance manager is also responsible for interacting with regulatory bodies, auditors and other external parties on compliance matters. The compliance manager is also required at the Quarterly Executive Forum under the contract.

Fleet Manager: The fleet manager is responsible for all aspects of fleet management to ensure that vehicles are maintained and serviced in line with manufacturer specifications. This is critical in ensuring that we are able to deliver quality services to our customers and to maintain an efficient and cost-effective management of the company's vehicle fleet.

Drivers and Frontline staff

At **Premier Motor Service**, we believe that a journey is only as good as the person behind the wheel. We understand the importance of having drivers that not only provide **exceptional driving skills** but also provide **great customer service**.

This philosophy is at the core of our approach to achieving exceptional service delivery. We view our drivers as our greatest ambassadors; they are the face of our commitment to safety, professionalism, and community. By fostering a culture where technical expertise meets genuine hospitality, we ensure that every passenger experiences a journey that is both secure and welcoming.

All of our drivers are required to hold a current heavy vehicle licence and NSW Bus Authority (which includes a medical clearance), and these are checked daily to ensure that they remain current. They are also required to hold a current Working with Children Check (WWCC) issued by the Office of the Children's Guardian and these are also checked to ensure they remain current.

We also have an experienced and qualified driver trainer on staff, who not only conducts a pre-employment assessment of any new drivers but also offers ongoing driver training and assessments to all drivers on a regular basis to ensure that they meet the high standards required of a professional driver.

Customer Service Team

At Premier Motor Service, we recognize that exceptional service delivery is a coordinated effort. While our drivers manage the journey, our office and support staff ensure the experience is seamless, professional, and responsive from the first point of contact.

This includes our customer service officer and our On-Time-Running (OTR) team who provide valuable support to our drivers and minimise any service disruptions.

Our office team is committed to:

- **Responsive Communication:** Whether via phone, email, or social media, we aim to provide clear and accurate information regarding timetables, scheduling, and service updates.
- **Proactive Problem Solving:** Our support staff are trained to handle complex logistics and passenger enquiries with empathy and efficiency, ensuring that disruptions are minimised and solutions are found quickly.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrold Thompson	Business Plan	5

- **A Welcoming Environment:** For any in-person interactions, our office staff maintain a professional and inclusive atmosphere, reflecting our commitment to being a customer-focused organisation.

Fleet Maintenance Team

For Premier Motor Service, the fleet maintenance team provides the mechanical backbone that makes "exceptional service" possible. While drivers and office staff manage the journey and logistics, the maintenance team ensures the safety and reliability that passengers depend on.

At **Premier Motor Service**, we believe that exceptional customer service begins with a vehicle that is safe, clean, and mechanically sound. Our fleet maintenance team works behind the scenes to ensure that our commitment to quality is upheld long before a bus arrives at its stop.

We understand that a well-maintained fleet is the primary driver of **service reliability** and **passenger confidence**. Our technicians are dedicated to a "Safety-First" culture, ensuring every vehicle in our fleet meets or exceeds stringent regulatory and manufacturer standards.

6. Customer Service Training and Staff Development

Premier have an experienced and qualified staff trainer, who provides ongoing training and support to all staff and all training provided is recorded in our Maus system.

Customer service and engagement are an important part of our regular driver assessments and our trainer ensures that our drivers understand the importance of not only providing the best service possible but also engaging with our customers to better understand their needs. Additional customer service training is provided to staff as required, with an emphasis on communication, safety and professionalism.

As listed in the Customer and staff safety section of this plan, all drivers are provided with internal training in relation to Emergency situations, including evacuation of passengers if necessary. This training has been developed to ensure that all drivers are prepared and confident in the event of an emergency situation and we offer additional tailored training for all staff as required.

Whilst each staff member is provided with initial training across all aspects of the role, as well as targeted specific training sessions and bulletins throughout the year, we also ensure that all drivers receive at least one driver assessment per year. As part of this annual assessment process, we offer additional training and support to assist our staff to achieve goals and to develop their skills and qualifications as required.

Premier is committed to the employment and training of all staff and actively seeks to employ and train Indigenous people. Please refer to our Indigenous Participation Plan for further details.

7. Information Sources

To deliver on the Premier Motor Service commitment to exceptional service, we ensure that passengers have access to accurate, timely, and accessible information. We treat information as a vital part of the journey itself.

Trip Planning apps

We want your journey to be as smooth as possible. By sharing live data with third-party app developers, Transport for NSW ensures you have the latest info on trains, buses, ferries, and light rail right in your pocket. You can now use your smartphone to track your bus in real-time, see how much space is available on your next service, and find the best alternative routes during delays. Explore the full range of available transport apps to find the one that fits your travel style.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	6

In addition to the Opal Travel app, there are now a range of apps available to NSW customers which are listed at transportnsw.info/apps.

Websites and Social Media

At Premier Motor Service, we encourage our passengers to utilise the official Transport for NSW digital hub for a comprehensive view of the state's transport network. By visiting transportnsw.info, our customers have 24/7 access to a suite of tools designed to simplify their travel experience.

For information about Premier Motor Service' depot locations, office hours and services outside the scope of transportnsw.info, visit <https://premierillawarra.com.au>

Printed Timetables

Printed timetables are available by contacting our office during business hours (9:00am - 5:00pm Monday to Friday). We can provide a copy in person or by mail upon request. Alternately, you can download a copy from our website or contact the 131500 information line (or website – www.131500.com.au) to access up to date information.

School Communication

School service changes are communicated to school administration, parents and students through letters distributed on the buses, website content, direct mail correspondence, meetings with school staff and placement of articles/information in school newsletters.

Consultation about proposed service changes is conducted with the school community and upcoming changes are communicated in advance.

Media Communication

At Premier Motor Service, we utilize a multi-channel approach to ensure the community remains informed about the integrated transport network. By leveraging advertising, traditional media, and local partnerships, we guarantee that critical service information reaches our passengers wherever they are.

Marketing

To develop community awareness and promote bus travel, Premier Motor Service will undertake marketing strategies such as Newspaper and Radio advertising, social media and website advertising, and other print media advertising.

8. Customer Feedback

At Premier Motor Service, we view feedback as a vital tool for continuous improvement. We are committed to resolving complaints in a way that is fair, accessible, and efficient, ensuring our service evolves to meet your expectations.

All customer feedback is received via the Transport for NSW information line 131500, or online at transportnsw.info and relayed to our Customer Service Officer on a daily basis. Once received, the feedback is investigated and the customer is contacted within 2 business days to discuss further and advise of any findings or outcome. Investigations may involve obtaining a statement from a driver or witness, contacting interested parties such as schools, or checking CCTV footage for verification.

Complaints Handling Process

How to lodge a complaint:

- **Online:** Use the official Transport for NSW Feedback Form through transportnsw.info website (transportnsw.info). This will provide a recorded and tracked submission.
- **Phone:** Contact 131500 to speak with Transport for NSW customer service team. The team will create a case which will be forwarded to our office for investigation and response.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	7

Response Process:

We take your concerns seriously and adhere to a strict response framework:

- **Acknowledgement:** We will acknowledge receipt of all formal complaints within **2 business days**.
- **Investigation:** Our office staff will liaise with the relevant **Drivers** or **Maintenance Team** to investigate the root cause of the issue. The complaint will be dealt with by an appropriately trained staff member, in line with our policies and procedures.
- **Resolution:** We strive to provide a full response or resolution within **2 business days**, however depending on the complexity of the matter it may take up to 30 days to resolve. During this process, communication will be maintained and updates provided as they become available and customers will be advised of the outcome of complaint investigations.
- **Disciplinary action:** Any concerns raised regarding staff behaviour that are substantiated will be referred to our HR department for further action under our disciplinary process.

9. Service Communications

We provide timetable and service information online, by phone or in person to ensure that our customers are able to access this information easily. Access via the TfNSW Trip Planner also provides customers with a solution for integrated network solutions.

In the event of a service disruption, we will notify TfNSW immediately and seek approval for a service variation. When making changes to our services due to disruptions such as road closures, accidents etc, we will consider all options available and aim to minimise the impact on our customers.

Where possible our team will notify customers of any changes or disruptions as soon as possible to minimise any potential inconvenience. Phone calls will be provided to schools and notices will be placed on buses, and our website/social media will also be updated.

Our drivers are in constant contact with our call centre so that up-to-date information is available at all times and they will keep passengers informed throughout the journey of any disruptions or delays.

Disruption Management

As listed above, our drivers are in constant contact with our call centre staff regarding any events, traffic delays, road works etc that may cause a disruption to our services. Any information received is relayed to the relevant manager for investigation and action to minimise any service disruptions.

The Operational Call Centre (OCC) personnel use various systems to maintain the network and ensure effective communication during periods of disruption due to road incidents, accidents or acts of nature. The PTIP's system, along with internal systems designed by Premier, provides real-time information to our operational staff, enabling them to make informed, safe, quick and effective decisions to minimise delays and disruptions, whenever possible. The real-time information allows us to see our entire network in operation and the location of each service at all times. This assists us to inform our drivers of approaching hazards, detours or simply remind them about operational requirements.

Passengers can keep up to date by using the real-time tracking Apps available, by calling our office or contacting 131 500.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	8

Further details regarding service disruption management can be found in our Business Continuity Plan.

10. Customer Engagement and Continuous Improvement of Service Delivery

Premier Motor Service is committed to providing the best overall customer experience possible by researching our customer needs and continuously monitoring and improving our systems and the overall services provided.

Customers, stakeholders and communities will be involved in the consultation process in regards to planning and development of service networks and network improvements. Consultation processes may include advertising, social media posts, QR customer surveys, information brochures or public meetings or forums.

Our company objectives are to provide our customers with a pleasant and safe travel experience and to ensure they receive a professional, friendly and efficient service. This is monitored by our designated customer service officer and the on time running team who are constantly tracking and monitoring our vehicles to ensure the services are running to the scheduled times.

Some of the processes in place to ensure continuous improvement are:

- Regular cleaning and maintenance of all vehicles – we have a team of cleaners who perform daily cleaning services. Our workshop team also ensure that any defects raised by drivers are addressed as soon as possible as well as regular servicing and general maintenance. We also schedule additional (non-urgent) maintenance work or deep cleaning during school holidays.
- Ongoing driver training regarding Customer Service, including dealing with difficult situations calmly
- Staff training in relation to assisting passengers who may require additional support, such as elderly passengers, people with a disability, school students or passengers with a language or cultural barrier
- Continued review of timetables and other information across various platforms to ensure that it is accessible and clear for all passengers
- The introduction of a Bus Driver Navigation App has provided route guidance for drivers and improves operational efficiency. Additionally, drivers are provided with assistance and training, from our driver trainer, at any time on request.

All customer feedback received is reviewed and followed up by our customer service officer to ensure that we address any relevant customer concerns or queries and improve our overall customer experience.

Having a dedicated staff member to manage all customer feedback ensures that it is prioritised and reviewed on a monthly basis to identify any common themes or areas requiring improvement. This is shared with our management team for further review or action.

Any staff related issues are addressed with the staff member involved and additional training or performance management is provided as required.

Regular cleaning schedules and routine vehicle inspections assist in maintaining high standard of cleanliness and safety standards. To assess the effectiveness of the above improvement plan, feedback is regularly gathered from drivers and depot staff, alongside tracking maintenance logs and cleaning completion rates.

Premier has undertaken a large number of community-based network alterations and special events in the past 20 years to promote and provide improved services and to meet the needs of residents in the Illawarra. Further details can be found in our Stakeholder and Community Engagement Plan.

11. Safety, Security & Emergency Preparedness

At Premier Motor Service, the safety and security of our staff, contractors, visitors, and the general public are of the utmost importance. We are committed to fostering a rigorous safety culture through a risk-based approach to hazards and continuous workplace education.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	9

1. Proactive Training & Preparedness

Exceptional service is built on the confidence of our team. All staff undergo detailed emergency response training during induction, with regular refreshers, to ensure they stay calm and effective during:

- Vehicle accidents or breakdowns.
- Medical incidents or fires.
- Acts of violence or security threats.

Our training specifically focuses on supporting high-risk groups, including school children, elderly passengers, and people with disabilities, ensuring everyone receives the support they need during an evacuation or disruption.

2. Incident Response Protocols

In the event of an incident, our drivers follow a structured response to protect and inform:

- **Immediate Action:** Remain calm, assessing the scene, ensuring passenger safety, and contacting emergency services and/or our **Control Centre** immediately.
- **Passenger Care:** Keeping passengers updated and arranging alternative transport if the journey cannot continue.
- **Post-Incident Follow-up:** Management reviews all incident reports, arranges vehicle repairs, and contacts affected passengers to ensure their wellbeing.

3. Specialized Support Scenarios

- **Sick Passengers:** Drivers provide immediate assistance and coordinate medical help or safe relocation. This may include contacting emergency services for an ambulance.
- **Lost Passengers:** We take immediate action if a student is lost or boards the wrong bus. Our Control Centre coordinates with the driver via two-way radio and contacts parents or schools to make arrangements for the child to be reunited with parent or caregiver. Drivers ensure that children are only handed over to **approved guardians or police**. If we are unable to make contact with a parent or school, the child will be returned to the depot and arrangements will be made for collection from our office, by parents or police (in the event that contact cannot be made).
- **Aggressive Passengers:** Our drivers are trained in de-escalation. If a threat persists, the driver will contact base via the **duress alarm**, and passengers may be relocated for their safety. Immediate assistance will be provided by our support team.

4. Security Technology & Fleet Safety

To provide a secure environment, we invest in modern safety infrastructure:

- **CCTV Surveillance:** Operational on all buses to deter anti-social behaviour and provide evidence for security investigations.
- **Reliable Communication:** All buses feature 2-way radios and silent **duress alarms** connected to our Control Centre, which provides support during and after normal service hours.
- **Safe Boarding:** Drivers regularly inspect entry/exit points and ensure passengers are safely seated before departing.

For more detailed information, please refer to our **WHS Policy** and our comprehensive **Safety Management System (SMS)**. At Premier Motor Service, we believe that a safe journey is the only journey.

5. Child Safety

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	10

Premier Motor Service is committed to the safety and wellbeing of children using our services, particularly when they are travelling without supervision of a parent or guardian. If children board the wrong bus, the driver will contact our Control Centre for assistance in contacting the school and guardian, and arranging to transfer the child to the correct bus or make alternate arrangements with the guardian to collect the child.

Employees who work regularly with passengers must meet all regulatory requirements and a valid Working with Children Check is a prerequisite for drivers.

For details of the Code of conduct for school travel, please refer to the SSTS guidelines.

<https://www.transport.nsw.gov.au/system/files/media/documents/2019/Guidelines-for-Managing-School-Student-Behaviour-on-Buses.pdf>

6. Passenger Codes of Conduct

Passengers on our services have a responsibility to behave in a manner that ensures the safety and comfort of other passengers and drivers. Premier displays our Passenger Rights and Responsibilities in each vehicle and full details are available on the Transport website.

Fitness for Work

At Premier Motor Service, we recognise that the safety of our passengers and the community depend entirely on the health and alertness of our team. We maintain a strict Fitness for Work policy to ensure that every employee is capable of performing their duties to the highest standard, free from the effects of fatigue, illness, or substances.

Zero-Tolerance Policy

To ensure total security on the road, we enforce a zero-tolerance approach to alcohol and prohibited drugs.

- **Random Testing:** Our staff are subject to regular, unannounced drug testing and daily alcohol testing in accordance with Transport for NSW safety regulations.
- **Safety-Critical Roles:** This policy applies strictly to all drivers, maintenance technicians, and operational staff who impact the safe delivery of our services.

Fatigue Management

Fatigue is a significant risk in the transport industry. We proactively manage this through:

- **Regulated Scheduling:** We strictly adhere to Heavy Vehicle National Law (HVNL) regarding work and rest hours.
- **Monitoring:** Our leadership team monitors rosters to ensure drivers have sufficient break times between shifts to remain sharp and focused.
- **Staff Education:** Employees are trained to recognise the early signs of fatigue and are empowered to report when they feel unfit for duty without fear of reprisal.

Health & Well-being Assessments

We ensure our team is physically equipped for the demands of the job:

- **Medical Fitness:** All drivers must hold a current Commercial Vehicle Driver Medical assessment, proving they meet the health standards required for public passenger services.
- **Mental Health Support:** We promote a culture of well-being, acknowledging that mental alertness is just as critical as physical health for providing **great customer service**.

Employee Responsibility

Fitness for work is a shared commitment. Every member of the Premier Motor Service team is required to:

- Notify management if they are taking prescription medication that may impair their driving or technical skills.
- Self-assess their readiness for work before every shift.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	11

12. Fleet and Infrastructure

At Premier Motor Service, we believe that providing a customer-focused commitment requires a modern, clean, and reliable physical environment. We invest continually in our fleet and coordinate with infrastructure partners to ensure your journey is as comfortable as it is safe.

The overall condition of our fleet of vehicles is a top priority and Premier Motor Service is committed to ensuring our vehicles meet or exceed the standards set under our Asset Management Plan. Our commitment to providing a high standard of vehicles adds to our commitment to the overall customer experience.

Our qualified and experienced maintenance team are provided with a fully equipped workshop to ensure that vehicles can be serviced, repaired and maintained to the highest standard and in a timely manner.

Another important part of the overall customer experience is the Transit stop signage and infrastructure available across our transit routes. As part of our ongoing commitment to our customers we conduct regular checks of all stops within our service routes to ensure they are in good working order. If any issues are found then our maintenance team will arrange to have them repaired as soon as possible or alternatively notify the relevant authority for transit stop infrastructure not in our scope of responsibility. Full details are listed in our Transit stop maintenance and servicing procedure.

13. Fares and Ticketing

At Premier Motor Service, we are committed to making travel easy and affordable. We ensure that our ticketing processes are transparent, providing passengers with multiple ways to pay while ensuring they receive the correct fare and concessions.

Premier Motor Service derives the majority of our revenue from Opal/CTP products, which includes contactless payment by credit card through the Opal system. We are committed to ensuring that passengers use the Opal/CTP products when travelling on our services.

Due to a shift in customer ticketing preferences and considerations for driver health and safety, Premier Motor Service operates a cashless ticket system. There are many benefits of cashless services including faster boarding times, fewer delays and more reliable on-time running, as well as increased safety for drivers.

1. The Opal Network

All of our regular passenger services operate within the Opal ticketing system, the most convenient way to travel across NSW.

- **Tap on, Tap off:** Passengers use their Opal card, credit card, or linked device to pay. This ensures they only pay for the distance they travel.
- **Contactless Transport Payments:** We support contactless transport payments via American Express, Mastercard, and Visa, providing a seamless experience for visitors or infrequent travellers.
- **Opal Travel App:** We encourage passengers to use the Opal Travel app to manage their balance, set up auto-top-ups, and view their travel history.

Helpful tips:

- Concession linking – helps ensure correct fare is applied automatically
- Tap on/off consistency – improves trip matching accuracy
- Card clash guidance – reduces accidental incorrect charging
- Device battery advice – prevents incomplete journeys or failed taps

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	12

2. Concessions & Savings

We believe public transport should be accessible to everyone. We facilitate a variety of concession fares, including:

- **Seniors and Pensioners:** Ensuring Gold Opal card holders enjoy capped daily travel.
- **Students:** Coordinating with schools to ensure eligible students receive their School Opal cards for safe, fare-free travel to and from school.
- **Other Eligibilities:** We support discounted travel for apprentices, job seekers, and people with disabilities.

Note: from 16 April 2026 customers are able to link some concession entitlements directly to your credit/debit card, allowing you to receive concession fares automatically whenever you tap on or off.

Refer to: <https://transportnsw.info/tickets-fares/contactless-payments/contactless-concessions>

3. Charter Bookings & Private Hires

For our **Premier Motor Service** private services, we provide a different, fixed-price approach:

- **Clear Quotations:** Our office staff provide detailed quotes with no hidden fees, covering all aspects of the charter.
- **Flexible Payment Options:** We offer various payment methods for schools and corporate clients to ensure a smooth booking process.

4. Integrity and Compliance

- **Fare Fairness:** Our drivers are trained to assist passengers with ticketing enquiries while ensuring fare compliance to keep the network sustainable for everyone.
- **Assistance:** If a passenger experiences a "tap-on" error or a card issue, our drivers are trained to handle the situation with the **great customer service** Premier Motor Service is known for, ensuring the passenger still reaches their destination safely.

Opal Fare Adjustments and Refunds

We understand that technology occasionally encounters hiccups. If you believe you have been overcharged or experienced a "tap-on/tap-off" error while travelling on a **Premier Motor Service** service, we are committed to helping you resolve it quickly.

Common Fare Issues

The most frequent reasons for a fare adjustment include:

- **Technical Failure:** A card reader on the bus was not operational.
- **Forgot to Tap Off:** This results in a default fare being charged.
- **Incorrect Concession:** Being charged a dynamic adult fare instead of a concession rate.

How to Request an Adjustment

Because the Opal system is managed by the state, all financial adjustments are handled through the centralised **Opal Customer Care** team:

- **Online:** Log in to your Opal account at transportnsw.info and submit a "Fare Adjustment" request through your activity statement.
- **Opal Travel App:** Use the app on your smartphone to report a missing tap-off or incorrect charge instantly.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	13

- **Phone:** Call the **Opal Customer Care line on 13 67 25 (13 OPAL).**

Supporting Your Claim

To help speed up the process, we recommend having the following details ready:

- Your **Opal card number**.
- The **Date and Time** of travel.
- The **Bus Route Number** or the **4-digit Bus Number** (usually found inside near the driver or on the exterior front/rear).

Our Role in the Process

While Premier Motor Service does not process the refund directly, our Office Staff can provide you with journey confirmation or bus ID details if you need them to support your claim with Transport for NSW. We are here to ensure you are treated fairly throughout the process.

Fare Compliance and Management

To ensure that the Opal system is operational, our drivers will ensure that ticket machines are working prior to their shift commencing and that they remain open and active during the service. Any ticket machine issues identified by the driver is reported immediately to minimise any disruptions.

In line with our commitment to fairness and network sustainability, Premier Motor Service drivers play an active role in maintaining the integrity of the Opal ticketing system. While our primary focus is safety and service, monitoring for fare evasion ensures that the network remains well-funded and equitable for all paying passengers.

Our drivers act as the first point of contact for fare management, using a balanced approach of observation, education, and reporting.

- **Active Monitoring:** Drivers are trained to observe the Opal card readers during the boarding process. They listen for the distinct "successful tap" tone and watch for the green light indicators to ensure all passengers have validated their travel.
- **Customer Education:** If a passenger fails to tap on, or if their card is declined, our drivers will politely remind them of their legal obligation to have a valid ticket. They can provide basic troubleshooting advice, such as suggesting a digital top-up via the Opal Travel app.
- **Conflict De-escalation:** To maintain the safety of everyone on board, drivers are instructed not to physically intervene or engage in prolonged arguments with fare evaders. If a passenger refuses to pay, the driver will record the incident and, if necessary, contact the Control Centre via two-way radio.
- **Reporting & Data:** Consistent fare evasion on specific routes is reported to management. We share this data with Transport for NSW Transport Command to help coordinate visits from **Transport Transit Officers**, who have the authority to issue fines and cautions.
- **Concession Verification:** Drivers may ask to see a valid concession card (such as a Student ID or Pensioner card) if a passenger is using a discounted Opal card, ensuring that benefits are being used by those entitled to them.

Supporting Our Drivers

At Premier Motor Service, we ensure our drivers feel supported in their role by providing them with comprehensive conflict resolution training and clear protocols on when to prioritise their own safety over fare collection. We believe that a confident, well-trained driver is the key to maintaining both a safe environment and the integrity of our Opal ticketing system.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	14

Our Training Methodology

Effective training is delivered through a strategic combination of real-world situations and a desktop environment. This multi-faceted approach allows our team to practice technical skills while mentally preparing for interpersonal challenges.

- **High-Quality Induction:** Every new driver undergoes a thorough induction process that covers vehicle handling, route navigation, and customer service excellence.
- **Scenario-Based Learning:** We use real-world simulations to teach drivers how to handle fare disputes, aggressive passengers, and emergency evacuations safely.
- **Desktop Theory:** Our classroom-based training focuses on Heavy Vehicle National Law (HVNL), fatigue management, and the legalities of fare monitoring.
- **Ongoing Growth:** We don't stop at the induction. We provide ongoing refresher training as required, ensuring our staff stay up-to-date with the latest safety technologies and customer service best practices.

The Premier Motor Service Standard

Our trainers are industry experts dedicated to delivering a standard of education that exceeds regulatory requirements. By investing in our people, we ensure that every journey is managed by a professional who is skilled, supported, and ready to provide an exceptional passenger experience.

Revenue Protection and Service Quality Audits

Premier Motor Service is committed to the continuous review of fare evasion and revenue protection. We utilise a robust range of procedures, including targeted inspections and comprehensive training programs, to minimise losses and ensure the sustainability of our network.

1. The Inspection Process

Our Inspectors perform regular, on-site audits to verify both passenger compliance and service standards. During an inspection, the following are verified:

- **Validation Accuracy:** Ensuring every customer has tapped on and off correctly and that the Opal readers are emitting the correct validation sounds.
- **Concession Integrity:** Verifying that passengers using a concession Opal card carry a current, approved concession or student ID card.
- **Service Excellence:** Assessing the overall **customer service** provided by the driver and the physical **cleanliness and condition** of the bus.

Any discrepancies or issues identified during these checks are documented in an **Inspector's Report** and addressed directly with the customer or staff member involved.

2. Reporting & Management Accountability

We treat Inspector's Reports as critical data points for identifying problems with ticketing, reliability, and performance. Our management follows a strict 7-day resolution procedure:

1. **Regular Review:** Management reviews all reports to maintain a pulse on network health.
2. **Targeted Investigation:** Any comments regarding driver performance, bus appearance, or School Student Transport Scheme (SSTS) issues are investigated immediately.
3. **Rapid Finalisation:** All reports must be finalised within 7 business days.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrold Thompson	Business Plan	15

4. **Feedback Integration:** A formal Feedback Form is completed for any incident requiring investigation to ensure a paper trail of resolution.
5. **Quality Control:** Management conducts weekly checks to monitor pending actions on Feedback Forms.
6. **Independent Audit:** Our Compliance Manager carries out a quarterly audit on all Feedback Forms to ensure the system remains effective and transparent.

A Unified Service Vision

By combining driver monitoring with professional inspections, Premier Motor Service guarantees that our revenue is protected and our passengers receive the high-quality service they deserve.

14. Public Transport Services Integration

Premier Motor Service is committed to delivering highly integrated bus services, including integration with other bus service operators and other transport modes, to enable passengers to easily and efficiently transfer to and from other transport modes.

Our operational planning team consider connecting services when reviewing and updating our timetables, with many of our services connecting with rail services across the Illawarra area enabling our passengers to utilise the option of multi modal travel.

15. Special Event Services Support

Throughout the service term of the contract, there will be a number of major events which occur annually, known as planned events. Premier will prepare for these events and provide a plan to TfNSW in accordance with Schedule 2B (planned Services) & Schedule 1D (special services) of our contract.

All event service information will be updated on our website and 131500 so that customers have access to any relevant information.

There may also be events that are not included as Planned events in our contract and we will prepare and plan these as required and liaise with TfNSW to ensure that we meet the required service outcome and customer expectations. These will also be included on our website.

16. Lost Property

Lost Property is managed through the TfNSW lost and found portal which enables customers to look in one place for any items they may have lost during their daily journey which may have been with multiple providers.

Our staff check the bus at the end of each shift and any lost property found is labelled with the following information:

- Date and time found
- Bus route and number
- Vehicle Registration
- Driver name and any relevant notes

The driver will either place the labelled items into the secure storage cabinet in the driver area or in the event of high-priority items (such as medicines, wallets or phones), the staff will provide them directly to the office when they return to the depot. If the driver finds an item prior to returning to the depot then they will contact the control centre as soon as possible.

Our office staff collect any lost property from the storage cabinet in the driver area daily, and then record all information, including a description of the items, into the TfNSW portal. The items are then placed in the secure lost property storage area awaiting collection.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	16

Passengers are able to collect any items located once we are able to match them with their lost item. Identification is required when collecting lost property and the TfNSW portal is updated once the item has been collected.

Collection of lost property can be organised with our office and passengers can attend the office at Investigator Drive, Unanderra, either by private car, on foot or using public transport services. The Unanderra train station is located within a 10 minute walk from the depot. We also have regular services attending the depot throughout the day and our office staff will assist passengers to locate a service if required. Our depot and office are wheelchair accessible and our office hours for collection of lost property is 9am till 5pm, Monday to Friday.

All lost property is kept in our secure storage area for 28 days and if not claimed then it is updated in the portal (transportnsw.info/lost-property) and then disposed of appropriately.

17. Equitable Access for All Customers

Premier Motor Service operate both Route services and School services. Our services are predominately school services, which provide transport services to students from Kindergarten to Year 12 from various locations to many different schools in the local area as well as students from local TAFE and Universities. The students using our services come from a diverse background and require a reliable service between home and school.

Our route services provide transport services to a variety of customers between various locations, giving customers access to essential services such as shopping, medical appointments and personal services. These customers require a reliable service that offers frequent and safe transport to meet their individual needs.

We are mindful of the following diversities within our customers and understand the importance of providing a service to meet their individual needs:

- Cultural diversity
- Disabilities – mental and physical
- Age
- Gender
- Socioeconomic Status
- Geographical location

Providing culturally safe services includes recognising that customers are all unique with different lived experiences. This can include social, cultural, linguistic, religious, spiritual, psychological and other individual needs.

In order to promote and drive a culture of culturally safe services within the organisation, we consider the following:

- Enable customers to retain connections to their culture and traditions, including connection to land, family, law, ceremony and language.
- Reduce social isolation and loneliness and feelings of marginalisation
- Provide effective leadership and engender trust in the organisations ability to provide safe services for customers from diverse backgrounds
- Demonstrate expected behaviours and values
- Increase mutual respect and enhance relationships with the workforce and community
- Demonstrate to staff that their diversity is valued and engaged within the service

Premier is committed to understanding and responding to the distinct needs, expectations and barriers faced by different customer groups, including Aboriginal and Torres Strait Islander people.

It is important that we consider our customer needs to improve customer experience and enable communication and marketing to be improved and targeted to the needs of our customers. Additional information can be found in our Communications and Marketing Plan.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrod Thompson	Business Plan	17

Premier Motor Service will provide resources to ensure assistance is provided for passenger training to facilitate bus travel accessibility to all members of the community. Where possible this may involve providing training and assistance for passengers.

An important part of the customer experience is accessibility to public transport for all passengers including those with a disability. Premier Motor Service provides transport services that are DDA compliant as per our Accessible Transport Plan and our staff are provided with training to assist customers with disability.

The Accessible Transport Plan has been designed in accordance with the Disability Discrimination Act 1992 and related guidelines / standards.

It is the intent of this plan to ensure that our services are not discriminatory, either directly or indirectly, by ensuring compliance to the relative standards of accessibility within the time frames set.

Where compliance is unable to be achieved as a result of design restrictions or other circumstances beyond our control equivalent access will be provided with direct assistance if necessary.

Many of the standards apply to infrastructure and premises which interlink with our services, but are not under our direct control. In these situations, management will liaise with the other companies / authorities concerned and offer assistance where possible to help those companies / authorities adhere to the required standards.

In NSW, guide dogs, with valid accreditation, can travel on public transport, including trains, buses, ferries and light rail, free of charge.

Further information can be found in our **Accessible Transport Plan** which provides a detailed overview of our commitment to accessible transport.

18. Compliance and Reporting

This Customer Experience Plan will be reviewed annually and reported to TfNSW as part of the Annual Customer Experience Plan Report.

Premier Motor Service is committed to aligning its customer experience performance with industry standards. This includes regular monitoring against TfNSW benchmarks and relevant key performance indicators.

Where possible, performance outcomes will also be compared with industry best practice to identify opportunities for improvement and enhance service delivery.

A current copy of the Customer Experience Plan will be published on our website and made available to passengers.

Revision No	Issued	Approved By	Document No	Page
10	May 2026	Jarrold Thompson	Business Plan	18