



Capability Statement

Moving people – driving excellence



Contents

1. Company Information

2. Introduction

Principal Activities	5
Branch Locations	5
Our Values	6

3. Capability Information

Main Business & Industries Served	7
Equipment	8
Key People in Our Organisation	10
Key Projects	12
Training & Skills	13
Capacity Levels	13
Management Systems	13
Environmental Policies	14
Quality Assurance Systems	15
Insurances	15
Risk & Safety Management	15
Customer Service	15
Working with Industry	15
Improvement & Innovation	15
Social Responsibility	15

Company Information

Registered Name

Emerald Coaches Pty Ltd

Trading Name

Emerald Coaches

ABN

15 528 876 260

Year Established

1981

Head Office

83 Macauley Road,
Emerald, Qld 4720

Postal Address

PO Box 625,
Emerald, Qld 4720

Phone

1800 428 737

Web

emeraldcoaches.com.au

Ownership

Emerald Coaches is a
Proprietary Limited Company
Governed by a Board of Directors

Director/Principal

Michael Baulch

Bankers

ANZ Bank
Emerald, Qld 4720

Accountants

Bentleys
9 Nicklin Way,
Minyama, Qld



Introduction

Emerald Coaches provides passenger transport services to the school, route, mining and charter markets throughout the greater Emerald area, the Bowen Basin, Mackay and regional Queensland.

Our diverse fleet of coaches range in size from 12 to 61 seats and our geographic coverage enables us to effectively service Queensland's energy and resource rich regions.

For the last 30 years, the company has provided services to private, corporate and government clients and has a growing annual turnover.

Our 100 plus workforce operate from the Head Office in Emerald which includes an administration facility, full depot and well equipped workshop.

We also operate a fully equipped depot in Mackay, including administration, workshop and bodyshop facilities.

All staff; administration, drivers, customer service and maintenance crew are local to the area - 50% being female.

With a combined skill set, dedication to safety and efficiency, contemporary professional practices, state-wide experience and a growing fleet of over 120 vehicles means we are well equipped to satisfy the most challenging operational requirements.



Mine Sites Serviced



Principal Activities

Providing safe, reliable, sustainable and friendly passenger transport services to regional and remote areas of Queensland.

School bus services

Transferring school children from home to school and back again is one of our core activities.

Short term service solutions

Shutdowns, longwall moves, construction projects.

Employee transport services

Transfers, shuttles, FIFO support, Bus In Bus Out, camp to site services.

Dry Hire 4WD Buses

Shutdowns, longwall moves, construction projects.

Charter Services

for private or corporate groups.

Depot Locations

MACKAY

42-46 Len Shield St,
Paget, Qld

EMERALD

83 Macauley Rd,
Emerald, Qld

COPPABELLA

Peak Downs Hwy,
Coppabella, Qld

SPRINGSURE

South Calliope St,
Springsure, Qld

CAPELLA

Cnr Rubyvale & Primary Rd,
Capella, Qld

BLACKWATER

Littlefield St,
Blackwater, Qld

YEPPOON

Plover Drive,
Barmaryee, Qld.

Our Values

To create and maintain best practice in the management of vehicles, service to the customer and the full support and training of our employees.

If we pursue one goal more than any other, that goal is to deliver our customers and passengers to their destination safely, on time and in comfort.

Safety, and the responsibility vested in us, is something we have taken seriously for over 30 years and drives much of our decision making.

Our people are our most valuable asset and we pride ourselves on our high levels of staff retention. We invest in our staff; to improve their

skills, to develop them as individuals and to support the company goals in setting the

standard for high quality, excellent service and a commitment to servicing our customer needs.

We focus on innovation to help make our services more efficient, easier to use and more attractive. The delivery of highly professional services is critical to the success of the company.

We do not compromise on safety or quality.



Safety

The Health, Safety and Environment policies of our business go above and beyond the legislative requirements of the industry. This is not only done as a contractual obligation but in the passionate belief that our duty is the utmost safety and comfort of our passengers and staff.

Our Clients

We treat our clients with integrity, respect and dignity whilst working hard to exceed their expectations on every level.

Our Team

Our team members enjoy a structured approach to systems, policies and quality assurance. Our business is built on our diverse, highly trained team and we continue to invest in the future of our people.

Integrity

We take pride in our services, operate in an ethical, diligent manner and seek to achieve the highest standards possible.

Social Responsibility

We are committed to our responsibilities as a key organisation and employer in the community and we conduct our activities within the social framework of our region.

We understand the financial, environmental and social impacts of our decisions and actions on the communities we operate within and strive to contribute in a positive manner.

Team Work

We encourage the progressive thinking of our employees which provides us with innovative procedures, improved services and increased customer satisfaction.

The result of this is a successful, integrated, transportation system that clients, management and staff are proud of.

Capability Information

Main Business Activities and Industries Served

We provide bus and coach passenger transport services throughout the Emerald, Mackay and Bowen Basin areas to the school, mining and the charter sector using our diverse fleet of coaches ranging in size from 12 to 61 seats.

We work in partnership with government transport authorities, local communities, multi-national and national business organisations.



MINING & RESOURCES INDUSTRY

A well maintained fleet, well equipped for passenger safety, transports employees in comfort, to and from the work site.

- Transfers and shuttles,
- FIFO Support
- Bus In Bus Out Services
- Camp to site shuttles
- Contractor transport
- Airport services
- Dry hire
- Onsite shuttles
- 4WD Fleet
- Construction projects
- Mine shutdown services



SCHOOL BUS SERVICES

Transportation of school children to and from school and on school excursions.

- Daily School Transfers
- School Charters



PRIVATE CHARTERS

Well presented, air conditioned, luxury coaches with professional, friendly drivers.

- Corporate Charters
- Day Trips & Tours
- Conference Groups
- Event Transport
- Seniors Groups
- Sporting Clubs & Associations
- Wedding Transport



Equipment

We recognise the importance of the highest standard of vehicle safety, maintaining our assets and the comfort of our passengers. We employ systems that enable us to ensure all our vehicles are fully compliant and maintained to the highest standards.

All buses and coaches in the fleet operate under a Maintenance Management System (MMS) with regard to vehicle maintenance and defect reporting.

Each vehicle is fitted with a mobile phone, a UHF two way communication system and GPS navigation equipment which is linked to an online Coach Manager

System. This system maintains contact with our Operations Centre notifying us of our vehicles location, depot arrival and leave times, and current status at all times.

Vehicle Maintenance

EMERALD & MACKAY

Our workshops facilities include:

- 2 large bus hoists
- 1 small hoist
- Service and maintenance area
- Mechanical rebuild facilities
- Tyre bay
- Fabrication and hot works area
- Spare parts storage room
- Windscreen repair facility
- Paint and panel repair facility
- Auto electrical repair facility
- Small and Large Bus Hoists
- Paint Booth
- Built-in Brake Tester

112 Strong Vehicle Fleet

FLEET

- 17 Toyota Small Buses
- 19 Toyota Small 4WD
- 18 Toyota Medium Buses
- 3 Mitsubishi Medium Bus
- 5 Mercedes Benz Medium Buses
- 1 Mercedes Benz Atego Bus
- 2 Mercedes Benz Coaches
- 20 Mine Spec Coaches
- 11 Iveco Coaches
- 13 Volvo Coaches
- 3 Scania Coaches

SEATS

- 10-14
- 10-12
- 21
- 24
- 25
- 43
- 46
- 49-53
- 49-53
- 49-53
- 48-65

Our fleet of well presented coaches undergo regular maintenance and are fitted with:

- Lap/Sash Seat belts (selected models)
- Climate Control Air-conditioning
- CD Player/PA system
- DVD system (2 Screens)
- High back cloth seats
- Large tinted panoramic windows
- Air suspension
- ABS brakes, ESP & Traction Control
- Cruise Control (selected models)
- Luggage space



Washbay

A fully equipped, environmentally friendly washbay with automated wash facilities to ensure all vehicles are kept clean, both inside and out. Strict environmental standards are adhered to. We use low water use nozzles, oily water separation and automatic first flush diversion for rainwater.



Key People in our Organisation

MICHAEL BAULCH Director

Michael is a fourth generation member of a public transportation family.

Since 1981, Michael has filled senior management positions with the Warrnambool Bus and Motor Company managing over 400 buses in school, route, intercity and industrial contracts. He was the General Manager of Portland Buslines, Latrobe Valley Buslines and Buslink Queensland's operations.

In 2004, Michael established Australia Transit Group Pty Ltd (ATG) in WA and consolidated the company as a major operator, operating 200 vehicles from six depots. 2007, saw the establishment of Transport Systems Australia Pty Ltd and Michael is currently the Managing Director.

Michael was formally the Chairman of the Bus and Coach Association of WA, Board Member of Transport Forum WA (School Bus Division), Chairman of the WA Bus Industry Conference and Councillor of the Shire of Kojonup.

He presently represents the bus industry as a Board Member of BusWA, Councillor of the Bus Industry Confederation and Board Member of the Australian Public Transport Industry Association.

Michael holds a private pilot's license and is a keen sports person, having represented WA, Tasmania and Australia in Aussie Rules Football.

SHANE JAKOBI Group General Manager

Shane has had an extensive career in the passenger transport industry demonstrating strong leadership, technical expertise, quality control and outstanding performance in both contract and people management. Comprehensive experience within the commercial, industrial, education, government construction and transport industries, demonstrating quantifiable achievements and expertise encompassing all facets of contract and operations management.

Prior to joining Emerald Coaches, Shane has previously held management positions with Bus Queensland, Stonestreeets and Macaffertys.

Shane is committed to quality results with a zero harm Workplace Health & Safety record and a passion for leadership. Skilled in developing stakeholder relationships to build profitable partnerships and create a culture of repeat business and customer referral.



SHARON HARRIS

Emerald Operations Manager

A member of the Emerald Coaches team for 17 years, Sharon is both an experienced coach driver and administrator.

She oversees the organisational day to day running of the depot, including scheduling, driver inductions and training, maintenance planning and charter booking and quoting.

Sharon's friendly approach to clients and staff, coupled with her intimate knowledge of the business and excellent problem solving skills has provided the company with stability and leadership over the last decade.



JOHAN SMIT

Emerald Workshop Manager

Johann has been a member of the Emerald Coaches team for 13 years, and is a highly qualified and professional technician.

Johann is a specialized coach and bus expert and is capable in all aspects of repairs, maintenance and administration.

His focus on bus safety is second to none, and his commitment to the depot is invaluable.

MONIQUE BOCK

Group Internal Accountant

With over 30 Years experience Monique is an NIA Qualified Accountant who has worked in small, medium and large corporations. Monique is BAS registered and a member of the Australian Accounting Technicians and registered with the Tax Practitioners Board and is a Certified Xero Adviser.

Monique is responsible for accounts receivable and accounts payable, monthly BAS and financial reporting, weekly payroll and purchasing.

BRETT WILKINS

Mackay Workshop Manager

Brett has spent the majority of his working life around Passenger Transport and Fleet Maintenance fields.

Prior to joining Emerald Coaches Brett filled Maintenance and Management roles with Buslink Queensland, Gold Bus, Sunbury Bus and Dean's. Brett's expansive knowledge across Financial, Operational, Customer Service, Workshop, Fleet Procurement, HR, WHS and Contract Compliance is vital in our growing Mackay Depot.

Key Projects

Annual Value

\$2.2M

DAILY SHIFT BUS SERVICES

Supply of daily shift bus services from Emerald and Capella to Kestrel Mine Site.

Client: Kestrel Coal

Annual Value

\$2.5M

DAILY SCHOOL BUS SERVICES

Daily Shift Bus and Changeover Services to Peabody Bowen Basin Mines.

Client: Peabody Coal

Annual Value

\$2.5M

DAILY SHIFT BUS SERVICES

Supply of daily shift bus services to Curragh, Peak Downs and Lake Vermont mines.

Client: Thiess

Annual Value

\$700K

DAILY SCHOOL BUS SERVICES

Provision of fare paying school bus services, Emerald.

Client: Queensland Transport



Training and Skills

Our commitment is to provide a supportive and rewarding working environment which supports training and professional development for all employees through continuous improvement.

Our aim is to improve our work performance and skills through equitable access to training and development.

We operate a 5% apprentice ratio to our skilled staff.

Driving staff are delivered regular training in items such as fatigue management, pre-start checks, defect reporting, emergency response plans and incident management plans.



Capacity Levels

With over 100 full-time staff, a full complement of experienced drivers, maintenance crew and administration personnel we can service projects of all sizes.

We are able to scale up to handle projects up to \$10m per annum.

Our ability to enter into JV arrangements means that we can deliver projects in other states.

Management Systems

We create and implement maintenance management systems that exceed expectations, through quality assured programs and experienced personnel.

The development, implementation and adherence to systems, policies & procedures are vital to the success of the company.

Policies & Procedures Manuals are written, edited & constantly updated by a senior manager in charge.

OUR INTERNAL SYSTEMS INCLUDE:

MMS Vehicle Maintenance System

HSE Health and Safety

FMS Fatigue Management System

EMS Environmental System Management

The MMS system is in place to manage defect reporting and vehicle maintenance procedures and is audited by Queensland Dept. of Transport.

Quality Assurance Systems

Formally documented policies and procedures relating to all relevant operational, administrative, HR/ industrial relations and legislative aspects of our operation are reviewed and updated on a regular basis.

Insurances

All relevant insurances are in place, including Workcover Qld. The business and vehicles are insured by ABCUA and renewed annually.

Environmental Policies

Within our organisation, we implement measures to minimise waste & pollution.

A senior manager heads up the environmental management team and our in-house Environmental Management System contains documented procedures to reduce any impacts on the environment resulting from our activities and services under our control.

A Monthly Environmental Depot Audit is undertaken and a report issued with regard to performance.

Waste and water management comes under our Environmental Management System and is reported on monthly.

Risk & Safety Management

We ensure that all of our staff and team members are educated and fully trained in risk management.

Our commitment to safety cannot be understated. This includes Vehicle Maintenance Systems (MMS), Health, Safety & Environmental Analysis (HSE) & Fatigue Management Procedures.

Our policy is to report and act upon monthly reports as well as maintain Log Book Sheets, Complaints and Training Logs.

We acknowledge our responsibilities under the Occupational Health & Safety (OHS) Act 2011 & other relevant OHS regulations and Codes of Practice/ Compliance.



Customer Service

A system of regularly monitoring work practices is in place to ensure that client service is continually improved upon.

We maintain a Commendation and Complaints log and monitor the response.

Our vehicle GPS tracking system also assists us to check the on-time running schedules and to determine where improvements can be made.



Working with Industry

Member of the Queensland Bus Industry Council. Michael Baulch (Director) has represented the bus industry as:

- Board Member of the Qld Bus Industry Council
- Board Member of BusWA.
- Councillor of the Bus Industry Confederation.
- Board Member of the Australian Public Transport Industry Association.

Improvement & Innovation

Our focus is on innovation and continuous improvement, maintaining and improving our work performance and skills.

Social Responsibility

We are proud to support many local communities, charitable organisations and projects.

This includes supporting fund raising efforts for schools and charities as well as 'in-kind' support (mainly donated bus hire) for many sporting groups.



