



## Background

Throughout 2014, TBBCT has engaged in conversations with a wide range of stakeholders in order to reach a better understanding of the needs and wishes of the clients and communities that we serve. We also sought to discover how we might better support our team to provide a high quality service and to strengthen our organisation.

TBBCT is facing a rapidly changing and increasingly complex environment, to which we must be prepared to adapt. The funding situation is progressively more competitive, with new and larger players entering the market. With the advent of self managed packages, such as through the NDIS, we must position ourselves as a service provider of choice from the perspective of both funding body and client.

A strong sector focus on client centred approaches to services provision, has resulted in significant shifts towards greater flexibility and responsiveness to individual needs and preferences. Rapid increases in the ageing population, particularly those living beyond 80 years and therefore experiencing increased frailty, will generate in an increase in demand for our services and also potentially mean more clients with higher needs.

New legislation recognizing community transport under the *Passenger Transport Act* will result in greater compliance obligations, but also open up opportunities for potential provision of commercial bus services.

Our future planning and day to day service activities are all underpinned by sound risk management strategies. This allows us to adapt and innovate, whilst taking all reasonable steps to avoid harm or loss to the organisation.

This strategic plan is informed by:

- An organisational strategic planning day, held on 26 November 2014 and attended by 32 individuals including management committee members, staff and volunteers; hosted by independent facilitator Sam Muller. Workshopping focused on the key areas of ageing, disability, Aboriginal transport, health transport and operations.
- Analysis of our organisational strengths, weaknesses, opportunities and threats, as identified by management committee, staff and volunteers.
- TBBCT's Organisational Risk Management Plan
- A series of surveys with responses from:
  - 440 clients using our medical transport service
  - 182 bus clients
  - 85 staff and volunteers
  - 34 other stakeholders



## Our Vision

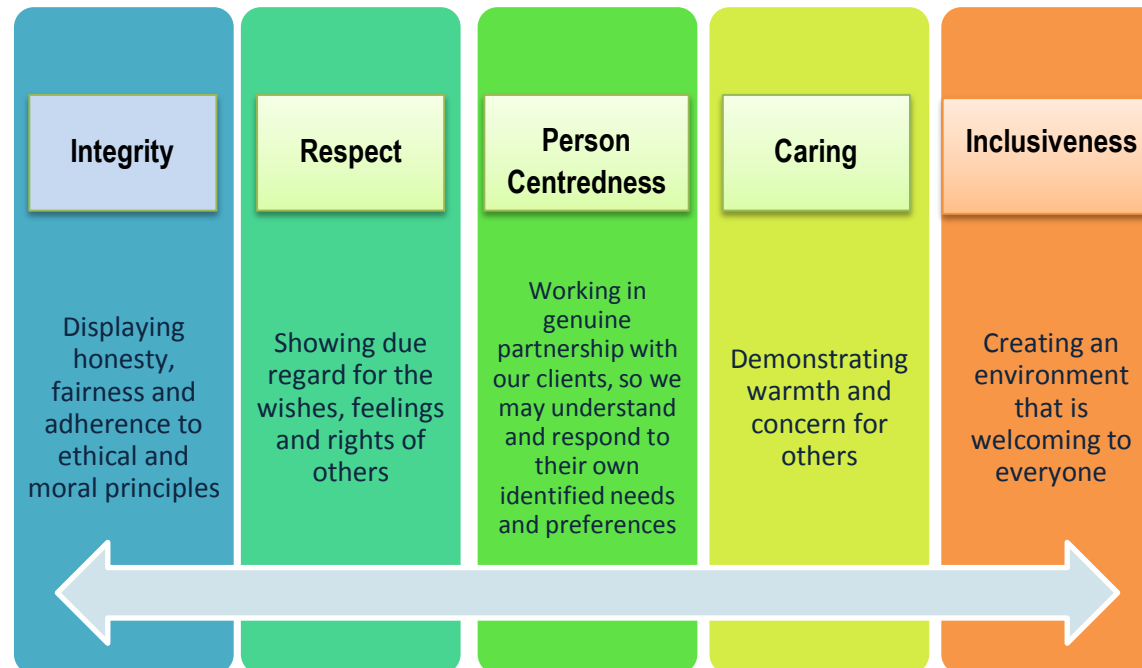
TBBCT has a vision for a future in which accessible, affordable and appropriate transport options are available to everyone in our community.

## Statement of Purpose

Keeping people connected to their community and enhancing lives by providing safe, friendly and affordable transport options.

## Values

Our values guide our decision making and our actions. At TBBCT, we place importance on the following values. They inspire us to provide the highest quality service to our clients and to keep our organisation strong.

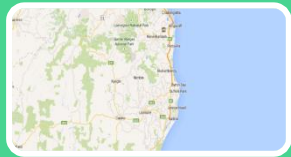


# Strategic Directions

The TBBCT vision for 2018 focusses on 5 key strategic directions:



**1. A strong, dynamic and financially robust organisation**



**2. Respond effectively to transport disadvantage and unmet need in our communities**



**3. Development of service provision in response to the identified needs and preferences of our clients**



**4. Leadership in Aboriginal transport development**



**5. A skilled, committed and well resourced team**

# Objectives

## 1. A strong, dynamic and financially robust organisation

**Context:** TBBCT is operating in a rapidly evolving and increasingly competitive environment. We must ensure we have a strong, dynamic and financially robust organisation, to be considered a service provider of choice, by potential funders and clients, well into the future.

### Outcomes

1. TBBCT has the capacity to make positive and timely responses in accordance with sector reforms and other changes in the environment in which we operate
2. Increase and diversify our income
3. Maintain and develop strategic partnerships and networks

## 2. Respond effectively to transport disadvantage and unmet need in our communities

**Context:** Historically there has been a greater need for community transport services in the community than our service has been able to respond to. A recent injection of HACC funds means that we can now afford to reach out to the community on a greater scale than previously possible. However, significant gaps remain in areas such as renal transport, transport to education and work, and for nursing home residents; as these fall outside the HACC remit. This contributes to significant unmet need, that limits opportunities and contributes to financial stress for members of our communities.

### Outcomes

1. Stakeholders have a high level of awareness of TBBCT services and how to access them
2. Increased trip provision
3. Influence policy across government, to address identified areas of unmet need

### 3. **Development of service provision in response to the identified needs and preferences of our clients**

**Context:** *As a person centered organisation, it is vital TBBCT has strong lines of open communication with our clients and that we are able to provide a service that meets the identified needs of individuals and communities. Clients and other stakeholders have told us they want greater flexibility in terms of service times. We have also heard that a lack of appropriate transport contributes to high levels of social isolation amongst our clients. We seek to provide more flexible transport options and to increase opportunities for clients to connect to their communities. Such services have the potential to significantly enhance our clients' quality of life.*

#### **Outcomes:**

1. Establish and maintain effective and ongoing conversations with our clients
2. Deliver services with greater flexibility
3. Expand programs to create more opportunities for participation and social inclusion

### 4. **Leadership in Aboriginal transport development**

**Context:** *TBBCT has taken a leading role in Aboriginal transport development, being a founding member of the Aboriginal Transport Network, which has grown to become the National Aboriginal and Torres Strait Islander Community Corporation Transport Network (NATSICCTN). We are duly proud of our role in providing a responsive transport service to meet the needs of Aboriginal people in our area. However, due to a complex mix of financial, historic and geographical factors, the Aboriginal community continues to face an unacceptable level of transport disadvantage, with a wide range of social justice implications.*

#### **Outcomes:**

1. Support the growth and influence of NATSICCTN and the ATN
2. Better communication between TBBCT and the Aboriginal community
3. Aboriginal Employment Strategy

## 5. A skilled, committed and well resourced team

**Context:** *TBBCT is experiencing rapid growth and changes. To ensure continuous quality improvement and job satisfaction our team must be appropriately supported, skilled and resourced.*

### **Outcomes:**

1. High quality human resource management (HRM)
2. Team members are equipped with the right resources to support them in their roles
3. WHS matters are prioritised
4. Team members have the skills to equip them to meet the changing demands of their roles