

STRATEGIC PLAN 2020-2023



Contents

Executive Summary..... 2

Introduction and Background..... 2

Methodology..... 3

Purpose and Vision Statements 4

SWOT (Strengths, Weakness, Opportunities and Threats) Review 5

Strategic Plan 2021-2023 “Plan on a Page”..... 6

Executive Summary

Randwick Waverley Community Transport (RWCT) reviewed its strategic plan in February 2021 as the Covid – 19 pandemic prevented the Board from meeting before the expiry of the previous plan in July 2020. The purpose of this plan is to identify critical issues and prioritise key objectives to June 2023.

The Plan also took into consideration current Community Transport Sector challenges such as future funding uncertainty and the impact of COVID-19 on the ongoing sustainability of the organisation.

The Plan also considered opportunities to partner with other service providers, the need to pursue transport, business and social innovations, and the need to stay relevant as a sector in a growing transport industry, with a primary focus on ensuring financial sustainability.

RWCT believes that it will best respond to industry challenges by continuing to meet customer expectations, remaining financially strong and continuing its innovator reputation in the Community Transport Sector.

The significant challenges unique to RWCT, which potentially restrict growth opportunities when compared to other Community Transport providers, continue to exist for the organisation.

These include:

- Lack of Local Garage or Depot for the organisation's buses and vehicles
- Lack of Volunteer Pool resulting in much higher labour cost to income ratio than other Community Transport providers

As a result of these recurring challenges for RWCT, RWCT continues to investigate and develop innovations in other areas of our services.

The Board and GM recognise that the future success and sustainability of our organisation, the services we provide to our local community, and the Social Impact we make on the wider Community are at risk unless we maintain financial sustainability over the next 18 months.

During the 18 months of this plan, we will identify and implement solutions to these challenges and remain an industry leader in a continually changing sector.

Introduction and Background

RWCT is a Social Outcome Focused company that has been successfully providing transport to Sydney's Eastern Suburbs Communities for more than 30 years. This strategic plan was commissioned by the Executive team (Board and GM) to optimise current performance and best position the organisation for long term sustainability.

Methodology

The previous Strategic Plan was developed in August 2018 and was for a two-year period to June 2020. There were several Board Member changes in that period and the new Board were kept informed as to progress against the goals as expressed in the plan by the GM. COVID-19 significantly impacted the organisation during the latter part of the Strategic Plan and delayed the follow-on strategic planning process to review that Strategic Plan and develop a subsequent Strategic Plan.

The Board then held a strategic planning day on 5 February 2021 attended by five Directors, their advisory director, Ambassador, and the General Manager/Public Officer and facilitated by an External Strategic Planning Facilitator from NFP Success.

This session provided an environment for Directors, Ambassadors and the GM to express individual and collective perceptions of RWCT's progress against the previous Strategic Plan's goals and it was agreed that a healthy percentage of goals had been achieved. The session also provided opportunities to discuss the strengths of the organisation and the challenges facing ongoing sustainability and ideas to meet those challenges.

It was agreed that a number of goals from the 2018/2020 Strategic Plan were rolled over into this 2020/2023 Strategic Plan, and a number of new business objectives and priorities were identified.

These business objectives have been grouped in five separate headings:

- Financial Security and Organisational Sustainability
- Operational Excellence and Governance
- Industry Leadership
- Social Impact
- Community Leadership

Information included data sourced from the 2018/2020 Strategic Plan, annual report, financial statements, organisational metrics, board surveys and industry comparisons.



Purpose and Vision Statements

The Board and General Manager reviewed the company's existing Vision and Purpose Statements and opted to stay with them as the Vision still reflects the organisation's aspirations and the Purpose still explains the purpose of the organisation.

However, during the period of the 2020/2023 Strategic Plan the Board and General Manager will review the Vision and Purpose Statements to consider if they adequately reflect the inspiration behind RWCT and the important positive impact we have on our communities.

Vision

Randwick Waverley Community Transport aims to be a sustainable provider of community transport.

Purpose

Randwick Waverley Community Transport will provide a flexible range of transport solutions

SWOT (Strengths, Weakness, Opportunities and Threats) Review

Prior to the strategic planning day, the Board and GM participated in a survey conducted by NFP Success to determine the strengths and weaknesses of the organisation and the opportunities and threats facing the organisation. The results of this survey provided a platform for establishing strategic goals around strengthening the organisation during the 18 month life of this strategic plan.

Strengths

- **Known brand in the community**
- *Partnering with local services*
- *Local knowledge*
- *Customer satisfaction and retention*
- *Reliability and responsiveness*
- **Strong team with excellent leadership**
- *A team that goes that extra mile*
- *Communication skills of team and drivers*
- *Workplace culture*
- *Training of staff involved in frontline customer service*
- *Employee commitment- loyal staff*
- *Experienced GM; Experienced Board*
- *Solid financial position*
- *Government funding*
- **Office space**
- *Fleet*
- *Social enterprise programs*
- **Industry knowledge and leadership**
- *In the top tier of NSW Community Transport providers in terms of funding*
- **Agile**

Weaknesses

- Depot and garaging
- **Office space**
- Strategic alliances
- Inability to become a bigger organisation
- Demographics/Difficulty in Attracting Volunteers
- Hard to expand fleet to meet market demand due to lack of garaging

Opportunities

- *Aging population*
- *Potential of higher end services*
- *Add on services – shopping, phone calls*
- *Transport Innovations*
- *MaaS – personalised customer service*
- *NDIS*
- **Targeted marketing** increase scope of services
- *Partnerships with residential aged care*
- *Mergers & Acquisitions*
- *Collaborations*
- *Providing transport services to Health and Community Groups*
- *Transport Leader in NDIS*
- *Potential Corporate Sponsorships and Partnering due to increased Social Responsibility appetite of private enterprise corporations*

Threats

- **End of CHSP**
- **COVID-19**
- *Lack of **Office and** Garaging Security*
- *Uncertain funding landscape after June 2022*
- *Expansion of existing providers into RWCT area*
- *New entrants to the Community Transport market – eg Uber*
- *Legislative changes*
- *Changes in Government policy*
- *Restructure of the industry*
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Strategic Plan 2021-2023 “Plan on a Page”

Vision

Randwick Waverley Community Transport aims to be a **sustainable** provider of community transport

Purpose

Randwick Waverley Community Transport will provide a flexible range of transport solutions

Objectives

To increase our financial security and organisational sustainability

To achieve operational excellence and governance

To be regarded as an Australian Community Transport Leader in Innovation and NDIS service provision

To maximise our Social Impact and capability

To be acknowledged as a leader in our communities

Milestones

1. Sustainable income achieved and increased
2. Develop a MaaS based service offering
3. Investigate and begin transport service options to other community organisations
4. GM's continued involvement with industry bodies and advocacy regarding CHSP
5. Preparation for coalition tendering for CHSP post May 2021 Federal Budget

Measures of Success

Service level outputs & Income returned to pre-Covid-19 levels by June 30th 2022

MaaS service offering available within NSW by June 2023. Ideally with an app.

Discussions with 3 Community Groups regarding transport options commenced before end 2022

Access to CHSP or similar block funding model, should it exist, post June 30th 2023

Coalition of Community Transport providers established if necessary and joint tender developed by June 2023