



Summary
Strategic Plan 2007 – 2010

Message from the Executive Officer

Community Transport Organisation underwent an Organisational Review in late 2006. Consultants Realise Performance Pty Ltd interviewed a variety of the CTO's key stakeholders including members, non-members, the Management Committee, and representatives from the Department of Ageing, Disability and Homecare (DADHC) and the NSW Ministry of Transport.

One of the main recommendations of the review was for a new Strategic Plan for the CTO be developed with input from the CTO's stakeholders. The consultants also recommended as part of the process that the CTO review its role and objectives.

This document represents the output from a one-day Strategic Planning workshop in February 2007, where the Management Committee and I met with representatives from DADHC and Ministry of Transport.

The 2007 – 2010 Strategic Plan provides clear Mission, Vision and Values Statements for the CTO, as well as detailing the key objectives of the organisation. The Strategic Plan describes the CTO's key activity areas and associated tasks to be completed over the timeframe of the Plan. Many of these tasks were identified in the Organisational Review.

Although the plan covers 4 years, it will be reviewed annually to recognise achievements and accommodate new priorities.

Peter McLeod
Executive Officer

Community Transport Organisation

Our Mission

The Community Transport Organisation Inc. aims to provide peak body representation, services and activities for member community transport groups which serve to alleviate transport disadvantage in the state of NSW.

Our Vision

To lead, guide and support our members in providing effective and efficient community transport services.

Our Values

- We will be honest, ethical and transparent in our work.
- We will aim to deliver professional services to our members.
- We will treat our stakeholders and each other with respect.
- We value the contribution of our staff and volunteers, and support their development.

Our aims & objectives

- To act as an advisory and consultative body for community transport issues throughout NSW.
- To foster the growth and expansion of the Community Transport Organisation.
- To provide leadership, information and support to meet member needs.
- To work proactively with other transport providers to meet needs of members.
- To represent and advocate on behalf of community transport services.
- To encourage greater awareness of community transport services.

2007 – 2010 Strategic Plan

Key Activity Areas

This Plan sets out how the Community Transport Organisation will lead, guide and support its members to provide effective and efficient community transport services over the period 2007 - 2010.

The Plan focuses on four key activity areas:

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| 1. Governance | Strategies to improve the effectiveness and efficiency of the Management Committee |
| 2. Administration | Strategies to improve the effectiveness and efficiency of CTO administration |
| 3. Member Services | Strategies to provide services to meet the needs of CTO members |
| 4. Promotion / Representation | Strategies to improve the profile and credibility of the CTO through effective representation of members and promotion of community transport. Support the formalisation of a peak national body. |

Key Activity Area 1

Governance

Objective Improve effectiveness and efficiency of Management Committee

Implementation of Organisational Review Recommendations *High priority (2007)*

- Consultant to prepare 2007 – 2010 Strategic Plan which will include recommendations from the Organisational Review and input from key stakeholders

Strategic Management *Ongoing (2007 – 2010)*

- Review tasks within Strategic Plan annually, in order to recognise achievements and accommodate new priorities

Financial Management – ongoing (2007 – 2010) *Ongoing (2007 – 2010)*

- Ensure CTO has updated financial and administration policies and procedures to comply with appropriate standards and guidelines

Review of Management Committee *High priority (2007)*

- Evaluate reducing size of Management Committee from 14 members to 10 members (one representative from each of eight regions, plus one Aboriginal and one Special Interest Groups Representative)
- Consideration that Executive Committee (President, Vice-President, Treasurer and Secretary) be elected from Management Committee of 10
- Review format of Management Committee meetings – face-to-face vs. teleconferencing
- Evaluate increasing tenure of Management Committee members from one year to two years
- Review how changes could be incorporated into CTO Constitution
- Develop discussion paper, identifying above, for distribution to membership to generate discussion and feedback prior to 2007 AGM

Key Activity Area 2

Administration

Objective Effective and efficient operation of CTO administration

Health and Safety of CTO Employees

Ongoing (2007 – 2010)

- Ensure that CTO is a safe and healthy workplace and meets legislative requirements

Financial Management

Ongoing (2007 – 2010)

- Ensure accurate financial records
- Identify options, seek funding and implement for additional income streams
- Investigate corporate sponsor packages

CTO Office Relocation

High priority (2007)

- Evaluate costs and benefits of relocating CTO office to Sydney or Parramatta CBD (current lease expires February 2008)

Special Projects

Ongoing (2007 – 2010)

- To be completed as need/funding allows
- To be costed and incorporated into annual budget prior to (commencement of) or (authorisation sought from MC.)
- Seek funding opportunities to provide additional services to members

Staff

Ongoing (2007 – 2010)

- Staff supported by ensuring timely response to recommendations, training, mentors, and budget which reflects effective and efficient access to funds.
- Performance Appraisals regularly conducted in accordance with policies and procedures

Policies

Ongoing (2007 – 2010)

- Policies and Procedures Manual developed and reviewed to ensure effective working of the organisation

Key Activity Area 3

Member Services

Objective To provide services to meet needs of CTO members

Member Services Co-ordinator

High priority (first half 2007)

- Appoint new CTO staff member “Member Services Co-ordinator” to be the primary contact for CT providers

Face-to-face interaction with Members

High Priority (2007 – 2008)

- Introduce new Member Services Co-ordinator through visits to all 8 regions and attendance at regional forums / member meetings and state conference
- Member Services Coordinator to maintain ongoing contact with members.

Member Compliance & Operations

Ongoing (2007 – 2010)

- Support members with compliance and operational issues through timely dissemination of information
- Provide guidelines to members on best practice processes using research completed by other bodies
- Review of agreement with TMA for TRIPS software support (2007)
- Member Services Co-ordinator to advise Executive Officer of issues impacting on members thus supporting the advocacy role of the Executive Officer

Review of Membership Structure

Medium Priority (2008 – 2009)

- Evaluate types of membership (full vs. associate), standard inclusions and fees and develop discussion paper

Key Activity Area 3

Member Services – cont'd

Organisation Type

Medium Priority (2008)

- Investigate feasibility of CTO becoming a “Foundation” (charitable organisation) and implications (funding, constitutional, etc)

Aboriginal & Special Interest Community Transport

Ongoing (2007 – 2010)

- Ensure awareness and consideration of Aboriginal and Special Interest Group's issues addressed
- Investigate the option for 1 aboriginal and 1 special interest group representative being appointed to MC
- Implementation of Aboriginal Cultural Awareness Training (2007)
- Investigate need and funding source for new staff position of Aboriginal Member Services Co-ordinator (2008)
- Support Aboriginal Network

CTO Website

Ongoing (2007 – 2010)

- Encourage increased member use of website through on-site training/demonstration of features
- Develop and undertake survey of members on their experience using CTO website
- Arrange updates / upgrades of website as required

Travelog Newsletter

Medium Priority (2007 – 2009)

- Seek regular feedback from members on their needs and newsletter content
- Investigate cost of external production in hard copy and implement effective and efficient distribution

Training

Ongoing (2007 – 2010)

- Implementation of Cultural Awareness training (2007)
- Identify and develop new and refresher training programs based on member needs

Supplier Partnerships

Ongoing (2007 – 2010)

- Develop partnerships / incentive schemes with suppliers e.g. partnerships / incentive schemes with suppliers e.g. member discounts on accommodation, deals with vehicle manufacturers

CTO Conference

Low to Medium Priority (2008 – 2009)

- Review of current and alternate formats

Key Activity Area 4

Representation & Promotion

Objective Improve profile and credibility of CTO through representation of members and promotion of community transport

External Face of CTO *Ongoing (2007 – 2010)*

- Raise profile and recognition of Executive Officer as external face of CTO and main contact

State & Regional Planning *Ongoing (2007 – 2010)*

- Ensure issues of concern to members are raised with state/regional planning bodies
- Regular liaison with DADHC, MoT, Health and NCOSS

Marketing Strategy *Ongoing (2007 – 2010)*

- Develop and implement marketing strategy to promote community transport and raise awareness among wider NSW community (e.g. print media, regional radio/TV)
- Market services to members