



# Northern Rivers Community Transport Strategic Plan 2015 - 2017





# Strategic Directions 2015-2017

The particular focus for the next 2 years will be on the following Strategic Directions:

## Person-Centred Service Delivery

NRCT will deliver services that 'make a difference'. With the service-user as the focus for all planning, development and service delivery NRCT will endeavour to assist people to realise their unique goals. NRCT is committed to providing services that keep individuals and communities connected, that respond to individual needs and empower the service-user.

## Foster and Engage Regional Collaboration

Strengthen the established regional network to broaden collaborative regional approaches. This may include consortium options, promotion, resource sharing, funding opportunities and joint tendering

## Position Organisation to Operate as a Successful Social Enterprise

NRCT will develop independent income streams through Social Enterprise. Surplus generated using commercial strategies and activities will be utilised to deliver outcomes in keeping with NRCT's strategic directions and core values.

## Operate Within a Quality Framework

Develop effective and efficient Quality Management Systems to inform all planning, development and service delivery processes.

## 1. PERSON-CENTERED SERVICE DELIVERY

NRCT will deliver services that 'make a difference'. With the service-user as the focus for all planning, development and service delivery NRCT will endeavour to assist people to realise their unique goals. NRCT is committed to providing services that keep individuals and communities connected, that respond to individual needs and empower the service user.

WHOM KEY MT = Management Team

Goal 1	What	How Resources	Whom	When	Output/measure	Achieved
1.1 Improve review and processes for monitoring clients' goals.	HMS - improve collation options	HMS development	Heather & Isaac.	By Dec 2015	Monitoring of clients goals. Documentation of progress.	
	Monitor overview	Graph trends	Colleen	Early 2016	Documented level of outcomes/ trends	
1.2 Utilise client input to develop services that meet individual and community needs	Expand taxi voucher services.	Vouchers/funding available.	Colleen	2016	Funding obtained	
	Develop social enterprise that responds to client needs/desires and align with enablement principles.	Listen to clients, utilise newsletters	Whole of NRCT	2015 ongoing	Uptake of services offered	
1.3 Increase funding bodies awareness of isolated rural issues.	Conduct on-site consultations.	Invite relevant personnel to visit local Community	Colleen & Lesley.	2016	Funders attending.	

Goal 1	What	How Resources	Whom	When	Output/measure	Achieved
1.4 Value & support volunteers.	LSSP 10 year Celebration	Plan midyear celebration. Utilise budget from client bequest.	Sheila and Anita	2015	Participation of Volunteers past and present.	
	Social Events for Volunteers & Staff	Schedule regular social activities to foster teambuilding	MT, LSSP & Maria	2015 - Ongoing	Number of events held	
1.5 Ensure NRCT is inclusive, flexible and culturally appropriate.	Formalise an NRCT ATSI employment Policy/Procedure	New Procedure	Colleen, ATP, Rev Dorothy, Board	2016	Procedure ratified	
	Research procuring ongoing ATSI traineeships.	Partner with NDS	Colleen & Lesley	2016	Research undertaken and viability ascertained	
	Increase Aboriginal access on general social and access buses and in LSSP	Meeting required to develop Strategies Marketing etc.	Lesley, Margot, Colleen, Isaac, Sheila	2016	Aboriginal patronage	
	Mental Health	Organisational wide training in Mental Health Issues				
	Consumer Directed Care systems – NDIS, Aged Care	Individual financial reporting				

## 2. POSITION ORGANISATION TO OPERATE AS A SUCCESSFUL SOCIAL ENTERPRISE

NRCT will develop independent income streams through Social Enterprise. Surplus generated using commercial strategies and activities will be utilised to deliver outcomes in keeping with NRCT's strategic directions and core values.

Goal 2	What	How Resources	Whom	When	Output/measure	Achieved
2.1 Lift profile & develop Marketing Plan	Develop a New name	NRCT to Brainstorm Board & staff include clients & Vols	Maria to register	2016	Name registered	
	Marketing strategies	Personnel, budget	Personnel	By Dec 2015	Strategies Developed	
		Explore use of SCU student placements to assist with marketing.	MT / Maria			
		Target marketing at Clients extended family e.g. Gift vouchers etc.	MT / Maria			
	Develop a Social Media Plan		Isaac / Heather / Maria	2016	Social Media in use	
	Expand partnerships with sponsors	Direct contact & promo material	MT	2016	Sponsorship expanded	
	Utilise NRCT Buses for advertising	Attract advertising	Isaac	2016	Advertising obtained	

Goal 2	What	How Resources	Whom	When	Output/measure	Achieved	
2.2 Market new business	Existing Clients	Newsletter to clients	Maria	Sept 2015	N/L produced		
	Establish partner interest, e.g. St Carthages	Direct contact & promo material	Isaac, Sheila, Colleen	2016 ongoing	Partners brokering NRCT		
	Wider Community	promo material & I.T	Maria	2016-2017	bookings		
2.3 Establish business enterprises	Enterprise strategies	Brainstorming sessions with Board & Staff.	Colleen, Maria	July 2015	Plan developed		
	Identify Priority and need of new services	Undertake needs analysis with focus group of clients	Colleen	Oct 2015	Focus Group undertaken, priorities established		
	Expand Volunteer recruitment to support Social Enterprise strategies	Identify skill sets Develop recruit strategies	MT / Maria	Sept 2015	Successful recruitment		
	Driving Instruction; special needs & Aged	Convert vehicle to dual control.		Warren	July 2015	Dual control vehicle	
		Implement service		Warren, Norton	July August 2015	Service Implemented	
		Promote to sister services		Colleen, vols	2015-2016	Bookings	

Goal 2	What	How Resources	Whom	When	Output/measure	Achieved
2.4 Establish business enterprises Cont'd	I.T In-home setups & streamlining  Smart Seniors ?	Computers, guidelines, manual.	Heather, Sheila and vols	August 2015	Services implemented	
	Expand supported user-pay holidays and cultural trips away.	Vehicles and personnel.	Margo	Nov 2015	Holidays implemented Client participation. Income generated	
		Promote to younger people with a disability	Sheila	Early 2016		
	Pet Transport	Equipment, procedures, legalities.	Anne & Vols	October 2015	Service Implemented	
	Utilise existing expertise and personnel to generate income.	e.g. HR structures, HMS training	MT & Staff	2016-2017 ongoing.	Brokerage/contracted.	
	Utilise existing services to attract revenue	Market SS Brokerage	Sheila	2016	Spare capacity utilised	
	On-sell NRCT developed products	Manuals e.g. socializing & N/Letter	Maria, Colleen	2015	Sales	



### 3. FOSTER AND ENGAGE OUR REGIONAL COLLABORATION

Strengthen the established regional network to broaden collaborative regional approaches. This may include consortium options, promotion, resource sharing, funding opportunities and joint tendering.

Goal 3	What	How Resources	Whom	When	Output/measure	Achieved
3.1 Provide accessible up to date information.	Upgrade website to invite feedback	IT personnel	Heather, Isaac Maria	June 2015	Interactive web-site	
	Ensure information in vehicles is maintained	Personnel	Isaac.	Mid 2013 - ongoing	Maintained information, system used to promote new services.	
3.2 Social Media	NRCT Social Media coverage	SM plan	Isaac & Heather	2016	Plan developed and approved.	
		Implementation: budget & personnel	Isaac & Heather	Dec 2015	Budget allocated. Plan implemented. Profile raised, Community interaction.	
3.3 Expand partnerships	Increased brokerage, spare capacity, joint ventures etc.	Marketing	MT		Partnerships developed	On-Focus. Yarrabee
	Create efficiencies through back-end sharing	Share personnel, procedures, systems etc.	ACS	2016		

## 4. OPERATE WITHIN QUALITY FRAMEWORK

Develop effective and efficient Quality Management Systems to inform all planning, development and service delivery processes.

Goal 4	What	How Resources	Whom	When	Output/measure	Achieved
4.1 Continued CHCP and NDSS Standards Compliance	1.1 Ensure compliance	Self-assessment	Internal and external assessments	2016-2017	Certification or high self-assessment scores	
4.2 Maintain QMS	P&P Documentation	IT & personnel	Maria	ongoing	Up to date reviews	
	Documented general continuous improvement	Improved IT/data collection	Staff	2016-2017	Continuous improvement documented	
	Continuous improvement tracking system	Research automated options to track QI	Maria	Dec 2015	Tool identified	
	Imbed culture of recording Quality & Continuous improvement within the organisation	Quality & Continuous improvement training	Colleen / Anne	2016	Training undertaken, QI being recorded	

Goal 4	What	How Resources	Whom	When	Output/measure	Achieved
4.3 Reduce Unit Costs.	Amalgamate runs with low numbers	Run analysis	Colleen, Lesley, all runs.	2015-2016	Reduced unit costs	
	Reduce costs of long distance individual trips	Data analysis. Offer fuel vouchers	Colleen & Staff	2015	Reduced unit costs.	
	Increase group outings	Budget, personnel	Margot	July 2015	Increased outputs	