

# The Strategic Plan

## Guiding Principles

### Our Vision

---

Frail aged and disabled people living independently in their own homes

### Our Mission

---

To meet the transport needs of residents in our community who are frail aged / disabled and their carers

### Our Values

---

- We will be honest, ethical and transparent in our work
- We will deliver professional services to our clients
- We will treat our stakeholders and each other with respect
- We value the contribution of our staff (paid and volunteer) and Board, and support their development

### Our Objectives

---

- To be a respected leader in the provision of transport services to the frail aged/disabled and their carers
- Be aware of and responsive to community needs by providing reliable, safe and effective transport services
- Ensure that staff & volunteers are adequately trained and supported to fulfil their responsibilities
- Ensure proactivity in meeting all obligations under the relevant safety legislation
- Ensure adequate resourcing and financial viability
- Maintain high standards of governance and ensure accountability for all funding received

## Key Result Areas

The Vision, Mission, Values, Objectives and Priorities agreed to have been translated into the following Key Result Areas that will define the scope of HKCT's work. Many of the strategies are interrelated.

- |  |  |
|--|--|
| <p><b>1. Staff</b></p> <p>Objective 3</p>                            | <p>Strategies to build-on current staffing strengths and minimise any weaknesses:</p> <ul style="list-style-type: none"> <li>• Staff Management</li> <li>• Staffing levels / responsibilities</li> <li>• Remuneration / Enterprise Agreement</li> </ul>                              |
| <p><b>2. Operations</b></p> <p>Objectives 1, 2, 4</p>                | <p>Strategies to improve operational effectiveness and efficiency:</p> <ul style="list-style-type: none"> <li>• Operational planning</li> <li>• Coordination – Group transport vs. IT</li> <li>• Infrastructure – accommodation, garaging, technology</li> <li>• OH&amp;S</li> </ul> |
| <p><b>3. Financial<br/>Accountability</b></p> <p>Objectives 5, 6</p> | <p>Strategies to ensure cost-effectiveness of operations:</p> <ul style="list-style-type: none"> <li>• Service review – taxis, shuttles</li> <li>• Service reporting and accountability</li> </ul>   |
| <p><b>4. Industry Issues</b></p> <p>Objectives 2, 6</p>              | <p>Strategies to keep informed about industry changes:</p> <ul style="list-style-type: none"> <li>• COAG Changes – Future Operating Models, MDS reporting</li> <li>• Increasing Demand – shift from Group to IT, health transport</li> </ul>   |
| <p><b>5. Partnerships</b></p> <p>Objective 1</p>                     | <p>Strategies to build-on relationships with external stakeholders:</p> <ul style="list-style-type: none"> <li>• Transport – CTO, Regional Coordination Office (Easy Transport), Other Northern Sydney CTs</li> <li>• Other – Neighbour Aids, Councils, Health</li> </ul>            |
| <p><b>6. Governance</b></p> <p>Objective 6</p>                       | <p>Strategies to improve the effectiveness and efficiency of the Board:</p> <ul style="list-style-type: none"> <li>• Tenure for Office-bearers of the association positions / Replacement of Board Members</li> <li>• Performance Evaluation</li> </ul>                              |