

COMMUNITY TRANSPORT BANKSTOWN CANTERBURY

STRATEGIC PLAN 2025-2028



Contents

3 Introduction

4 About us

5 Our values and culture

6 Our community, our clients

8 Emerging trends

9 Key priorities

10 Priorities 2025–2028

15 Measuring our actions and success



Introduction

As we embark on a new strategic plan, Bankstown Canterbury Community Transport (BCCT) is well-prepared to meet future demands. While we have demonstrated resilience and adaptability, our services must evolve to meet the needs of an ageing population and the changing landscape of the aged care sector, subject to ongoing government reforms.

The demographic trends in our community underscore the increasing demand for community transport services. The population of Canterbury Bankstown, currently at 392,748, is expected to grow to 420,430 by 2030. According to census data, this increase will include 66,542 residents aged 65 and over by that time. This demographic shift will significantly increase the need for accessible transport options as more people rely more heavily on community services.

When we developed our 2021–2024 strategic plan, BCCT and the Canterbury-Bankstown community were emerging from a period of profound challenges. Today, the outlook is more optimistic. Canterbury-Bankstown has rebounded, with businesses thriving and residents re-engaging in community life. However, some challenges remain; volunteer numbers have declined, and some customers remain cautious about resuming their usual activities. Despite these hurdles, the dedication of the BCCT team has been evident, as reflected in a recent survey where 95.1% of our customers rated our service as good or excellent.

To build on this strong foundation, our next phase will focus on expanding and enhancing our services. Key initiatives will include growing our fleet, upskilling staff, recruiting additional volunteers, responding to customer needs with tailored services and strengthening our financial position through service innovations. These efforts will deepen our connections with customers, stakeholders and the wider community, ensuring that BCCT continues to be a trusted and responsive provider of community transport.

We are excited to continue this journey alongside you and look forward to the opportunities that lie ahead.



About us

Bankstown Canterbury Community Transport (BCCT) has been operating for more than 40 years, connecting the residents of the Canterbury Bankstown Local Government Area to each other and to their community.

We are a not-for-profit organisation that continues to provide affordable and accessible transport. We serve more than 3000 community members in need who benefit from our services due to their age, frailty, disability or impairment.

The welcome sight of our BCCT vehicles on the streets of Canterbury Bankstown and surrounding suburbs continues to represent support, care and safety to local residents. We have a fleet of more than 18 vehicles – including cars, vans and mini-buses – which transport our customers to medical and health appointments, shopping centres and social outings. Our regular shuttle service connects residents to Sydney’s hospitals.

Our dedicated team of paid staff and volunteers, overseen by a volunteer Board, takes great pride in the achievements of BCCT.

Bankstown Canterbury Community Transport is funded primarily by the Federal Department of Health’s Commonwealth Home Support Program (CHSP) under contract to Transport for NSW (TfNSW).



3,000
regular clients



60,000+
trips per year



18
vehicles



36
paid staff



Our values and culture

We are committed to building a sustainable future, with actions that reflect our approach to diversity, collaboration and commitment to service excellence – always.



Vision

To eliminate social isolation by ensuring individuals have safe, caring and accessible transport services that allow them to retain their independence and connections to the community.



Mission

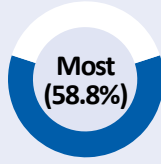
BCCT will provide reliable and affordable community transport services for aged and disadvantaged residents, breaking down barriers to health and independence by enabling an active and connected community.



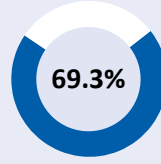
Engagement of BCCT customers



with us for 5 years or even longer



with us for more than 2 years

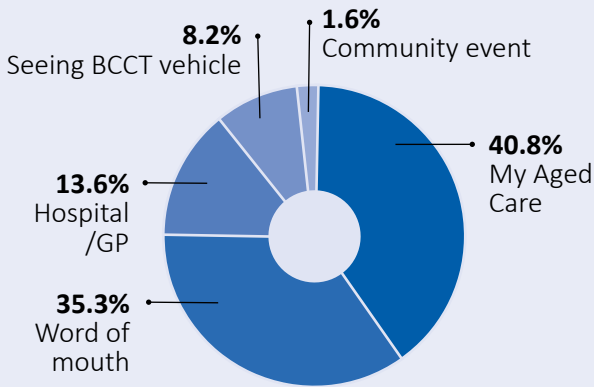


use the service monthly or more frequently



use BCCT on a daily or weekly basis

Making initial connection to BCCT services



Positive interactions for customers



82.7% agree BCCT has helped make them feel independent, with **49.5%** for “very independent”

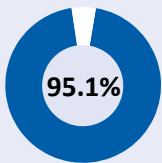


80% or more talked to or met new people on a recent trip

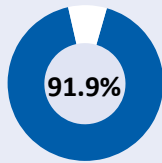


97.3% were likely or very likely to recommend BCCT to a friend.

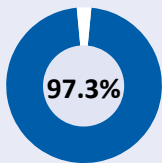
Customers rate our service



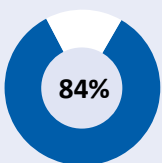
rate BCCT as good or excellent



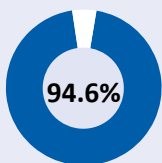
rate our service as good or excellent value for money



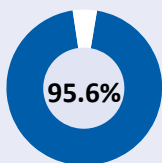
rate the BCCT driving team as good or excellent



or more rate BCCT vehicles “very accessible”

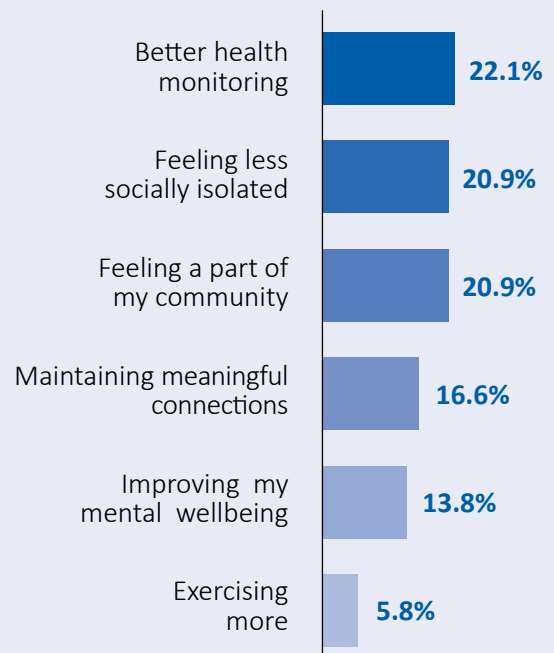


were satisfied or very satisfied with their booking process



rate our Customer service team as good or excellent

Customers rank top health, connections and community benefits



Emerging trends

There will be a growing need for more community transport services in Australia to meet the demands of the aged care sector over the next few years.

Some emerging trends and factors that are leading to an increased need for community transport provision include:



Baby Boomers ageing:

As the baby boomer cohort (born between 1946 and 1965) ages there will be a marked increase in senior Australians who no longer drive due to eyesight problems or infirmity, creating a peak increase in the community transport market.



Findings of the Royal Commission into Aged Care Quality and Safety, and relevant responses:

The Aged Care Royal Commission's Final Report highlighted evidence of unmet needs for aged care services, in particular aged care transport. In response to the Royal Commission, the government is introducing The Support at Home program to ensure improved access to services, equipment and home modifications to help older people remain healthy, active and socially connected to their community.



Aged Care system other changes:

The Support at Home program will commence from 1 July 2025. The Commonwealth Home Support Program will transition no earlier than 1 July 2027. These new programs will increase opportunities for approved organisations to provide home care services to eligible older people.



Intergenerational activities:

There has been an increase in government support and specific funding for activities that focus on older people interacting with different generations – such as four-year-olds or teenagers. These intergenerational activities have resulted in social and wellbeing benefits for all participants and there may be an increased need for transport for seniors participating in activities.

Key priorities



Financial stability and expansion

Diversification and Innovation

Preferred Provider

Public Engagement

Connections and Wellbeing

Priorities 2025–2028



Priority 1 FINANCIAL STABILITY AND EXPANSION

Our objective:

Support financial stability of the organisation, and explore partnerships and service innovations that enable sustainable expansion.

Our actions:

To ensure BCCT's long-term sustainability and ability to expand services, we will focus on financial stability through strategic actions and partnerships:

- Continue to stabilise finances through responsible financial stewardship, including rigorous budgeting, cost control, and resource allocation.
- Actively pursue partnerships with local councils, government agencies, healthcare providers, and businesses to encourage transport referrals and secure sponsorships.
- Fully cost innovative services, such as specialised transport for health or social outings, ensuring they meet customer needs while contributing to financial sustainability.
- Diversify revenue streams by exploring alternative funding sources, including grants, fundraising events, and premium service options that do not compromise affordability for core customers.
- Promote our services and impact through targeted marketing, outreach campaigns, and storytelling to increase community awareness and foster trust.
- Strengthen governance practices to ensure financial stability and growth align with strategic goals and best practices.



Priorities 2025–2028



Priority 2 DIVERSIFICATION AND INNOVATION

Our objective:

Use innovation and creative problem-solving to transform the organisation, integrate technological change and harness future opportunities.

Our actions:

The strength of our organisation rests on identifying and implementing solutions. Solutions will incorporate new technology, communication strategies, environmental considerations, service delivery and risk management strategies. We will build organisational resilience through these actions:

- Future-proofing our organisation through technology upgrades that improve efficiency, productivity and interaction with clients, partners and wider audiences.
- Developing communications strategies to broaden engagement levels and address societal and demographic change.
- Planning, developing and delivering new services that meet identified demands. Examples include developing the vehicle hire market, developing service responses to NDIS changes (and cutbacks), as well as the new 'Support at Home' In home Help categories, and government support for intergenerational activities
- Developing documented strategies for organisational resilience and risk management, addressing potential cybersecurity issues, pandemic impacts and rapidly changing environments.



Priorities 2025–2028



Priority 3 BCCT AS THE PREFERRED PROVIDER

Our objective:

Maintain the organisation’s position as the preferred community transport provider in our Local Government Area.

Our actions:

To remain the preferred community transport provider in our Local Government Area, BCCT will focus on building strong relationships, adapting to changing needs, and delivering exceptional services that set us apart from competitors. By prioritising customer satisfaction, public engagement, and innovation, we aim to reinforce our reputation as the trusted choice for community transport.

- Strengthen relationships with government agencies and other key stakeholders to secure our position as the trusted provider of choice.
- Continuously adapt and enhance our service offerings, including responding to changes in programs such as the NDIS, to ensure our services meet evolving customer needs and stand out from competitors.
- Increase public engagement through targeted marketing, community outreach, and brand-building initiatives that reinforce BCCT as the first choice for community transport.
- Leverage Customer Feedback: Regularly gather and analyse customer feedback to refine services, address gaps, and ensure offerings align closely with community needs and expectations.
- Enhance Service Quality: Invest in training programs for staff and volunteers to ensure a consistently high level of service that differentiates BCCT from competitors.
- Expand Collaborative Efforts: Partner with local healthcare providers, aged care facilities, and community organisations to integrate transport services into broader care networks, making BCCT an indispensable service provider.
- Monitor Competitor Activity: Regularly review competitor offerings and market trends to identify areas where BCCT can innovate or improve to stay ahead.



Priorities 2025–2028



Priority 4 PUBLIC ENGAGEMENT

Our objective:

Advance the public profile of BCCT and the needs of our clients by developing and articulating a consistent and credible voice and presence to key decision makers and the media.

Our actions:

As leaders in the Community Transport sector, BCCT is well placed to facilitate improvements and insights that will meet the increasing demands on the aged care sector. Our approach to leadership starts within our organisation and it extends to the actions we take to ensure that advocacy and publicity results in understanding and visibility. Advancement of our public profile and client needs will be based on these actions:

- Board leadership through engagement, enablement and encouragement of the organisation and its staff.
- Advocacy for the Community Transport sector through representation and participation in industry peak bodies and input into public policy.
- Leadership in community connectiveness and engagement through actions under the collaboration strategy.
- Promoting two-way communication to ensure we understand and action feedback from clients and others, building the effectiveness of the organisation now and into the future.
- Planned media strategy that is timely and effective and that achieves outcomes for the organisation.
- Public relations activities including involvement in local seniors expos.
- Organisational philanthropy that enhances visibility and reflects our values.



Priorities 2025–2028



Priority 5

CONNECTIONS, RETENTION AND WELLBEING

Our objective:

Support organisational productivity, growth and resilience through the wellbeing, health and welfare of our customers, staff and volunteers. Boost organisational capacity by attracting and retaining a diverse and engaged employee and volunteer base.

Our actions:

We will take a holistic approach to customer, staff and volunteer wellbeing through the development and implementation of guidelines and programs that support wellbeing and retention. Promoting connections, retention and wellbeing will be based on these actions:

Supporting customers:

- The implementation of a Client Wellbeing Strategy, as part of our integrated approach to positive community outcomes.
- Utilisation of organisational technological development to boost digital literacy outcomes for our clients, empowering participation and reducing social isolation.
- Further development of the BCCT Welfare Calling Program to accommodate our diverse client base.
- Actively promoting client reablement outcomes to enhance engagement.
- Raising client awareness of programs that promote health and wellbeing, for example, Easy Moves for Active Ageing.

Supporting staff and volunteers:

- The implementation of a Mental Health Strategy for staff and volunteers, as part of our integrated approach to mental health and wellbeing.
- Further development of staff training to build relevant skills; for example, Pre- Hospital Emergency Resuscitation and Trauma Training. Enhanced promotion of Employee Assistance Program.

Enhancing staff and volunteer recruitment strategies and retention:

Our approach to recruitment and retention of personnel will be multi-faceted and backed by our organisation's reputation and culture. Recruitment and retention goals will be achieved by these actions:

- Clearly articulating the organisation's culture in marketing materials and actions.
- Analysing employee and volunteer trends with a view to promoting and achieving diversity and flexibility.
- Implementing strategies to attract the best and brightest.
- Facilitating personal fulfilment of staff through formal training, talent identification and staff development programs and opportunities.
- Succession planning to ensure organisational continuity and address risk.
- Implementing strategies to enlarge the pool of volunteers.
- Developing a documented volunteer engagement, training and retention strategy with a view to the provision of enhanced opportunities.
- Developing partnerships with public and private organisations to facilitate opportunities for employment, engagement and training.

Measuring our actions and success

A promising future

BCCT is well placed to grow and thrive, as the community and the marketplace evolve. We are committed to focusing on our key priorities while continuing to learn about new challenges and to adapt.

We have the capacity to provide affordable and safe transport services for elderly residents and their carers, and for other transport disadvantaged individuals, and will innovate and enhance these services in response to changing needs.

We have an experienced team and executive who have a positive attitude to building up BCCT and implementing innovative strategies and strong, positive connections.





**COMMUNITY
TRANSPORT**
BANKSTOWN CANTERBURY

 9772 4928

 www.bcct.org.au