



# BCA STRATEGY 2024-2028 OVERVIEW

**OUR MISSION:** Fostering efficient and sustainable growth of road passenger transport for the mutual benefit of Association members and all New Zealanders – From BCA Constitution

## OUR STRATEGIC OBJECTIVES:

 **A trusted advisor to members and policy makers**

 **A provider of value for money services to members**

 **An effective advocate for road passenger transport**

 **A socially, environmentally and financially stable entity**

## BY 2028 THE BCA WILL ...

- Be working closely and effectively with Ministers, the Ministry of Transport, Ministry of Education NZTA, MBIE and the Public Transport Authorities.
- Be a sought after 'voice of industry' for advice on matters impacting on road passenger transport.
- Be highly valued by members as reflected in annual memberships and member feedback surveys.
- Provide a range of products and services that members find useful and regularly use.
- Be regularly demonstrating to members the impact of advocacy work undertaken.
- Be sustainably positioned to continue working for members into the next decade.



# Objective 1: A trusted advisor to members and policy makers

## Context

As part of the 2022 review, members indicated they wanted the BCA to, “take the wheel on big issues”. To do this the BCA needs to be a better conduit of information to members, be trusted to collect and appropriately use information provided by members and have a ‘voice’ that, as a minimum, policy makers listen to but ideally that they actively seek to hear from. Done well, this objective will also support Objective 3.

Strategic Initiatives	Timeframe	Projects/activities for annual plans
Increase BCA Net Promoter® Score* to +5 or higher by Conference 2024	By October 2024	• Multiple
Increase and then maintain BCA Net Promoter® Score to +35 or higher by Conference 2026	By October 2026	• Multiple
Be recognised by key Ministers, officials, Mayors and council officers as a key stakeholder to engage with on matters impacting road passenger transport	By December 2024	• Develop industry infographics • Government Relations Strategy & Chief Executive engagement schedule • Develop issue-specific media lines
Be known to media outlets and regularly contacted for “Voice of industry” input.	By March 2024	• Strategy press release • Regular push of industry advocacy positions and contact details to media outlets
Improve advice, guidance and support products for members	By December 2024	• Update fact sheets • Identify and close guidance gaps

\*Net Promoter Score is a survey tool for measuring confidence in an organisation. The BCA score from members in 2022 was -37

\*\* Red coloured initiatives are transitional. All others are enduring.

# Objective 2: A provider of value for money services to members

## Context

**Provision of products and services to members serves two purposes:**

- It offers value to members by doing something ‘at the centre’ that either creates greater purchasing/negotiating power or it creates administrative efficiencies by doing things like negotiating supply contracts once rather than member by member.
- It contributes to Objective 4 by providing additional revenue for the BCA taking some pressure off being fully member fees funded.

**The key principles that will drive ongoing provision of current services are:**

- They are in demand by members.
- They can be provided in a way that they break-even or act as a small profit centre for the BCA to reduce pressure on member fees.

Strategic Initiatives	Timeframe	Projects/activities for annual plans
Products & services provided to members are used and valued	By April 2024	• Services/benefits catalogue • Services ‘value’ survey
Products & services provided are profitable or break-even	By December 2024	• Analysis of total cost of product/service provision and uptake
New services are offered as needs are identified and as provision can be resourced	By April 2025 and then ongoing	• Services offering gap analysis • Individual service business cases

## Objective 3: An effective advocate for road passenger transport

### Context

To be an effective advocate, the BCA will need a clear vision for the future of road passenger transport well beyond the 5-year focus of this strategy. This is likely a view of what the environment should look like in 15-20 years with a focus broader than just the road transport legislative and regulatory frameworks be also considered matters like labour force, supply chain arrangements and sustainability. Our advocacy programme will support this vision.

#### There will be two dimensions to advocacy:

- A watch on policy, legislative and regulatory agendas that work against the vision
- Proactive advocacy to commission change that will not eventuate without external prodding

Strategic Initiatives	Timeframe	Projects/activities for annual plans
BCA advocacy positions are known and supported by all members	Initial set by February 2024 then ongoing development	<ul style="list-style-type: none"><li>• Develop advocacy position statements and regularly share them with members</li></ul>
BCA advocacy positions are known and available to those who develop policy impacting road passenger transport and policy decision makers	Significant focus for engagement with incoming Government in early 2024.	<ul style="list-style-type: none"><li>• Website update</li><li>• Chief Executive meetings schedule</li><li>• Mailout to external stakeholders</li></ul>
Develop a 15-to-20-year vision for the environment within which the BCA would like to see road passenger transport thriving	By November 2024	<ul style="list-style-type: none"><li>• Board workshop mid-2024</li><li>• Focus session at conference 2024 in Auckland</li></ul>

## Objective 4: A socially, environmentally & financially stable entity

### Context

Just like our members, the BCA needs to be a going concern to progress its mission statement. The last few years have been challenging and retained earnings have been significantly depleted. Without addressing this the BCA faces solvency risks. This objective focuses on stabilising income and expenses in the short term and growing back a prudent reserve in the medium-term, so the BCA is less vulnerable to future external shocks. While the BCA's carbon footprint is very small, all actions we take will have a social and environmental focus.

Strategic Initiatives	Timeframe	Projects/activities for annual plans
Retained earnings break even**	By 31 March 2025	<ul style="list-style-type: none"><li>• Membership fees review</li></ul>
Equity equals or exceeds 12 months of annual expenses	By 31 March 2028	<ul style="list-style-type: none"><li>• Revenue growth options review</li><li>• Expenses minimisation review</li></ul>
Net Carbon Zero or fully offset	By 31 March 2027	<ul style="list-style-type: none"><li>• Toitu (or similar) audit</li><li>• Carbon reduction initiatives</li></ul>

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# BCA STRATEGY 2024-2028 ROADMAP

