Institute for Public Policy and Governance
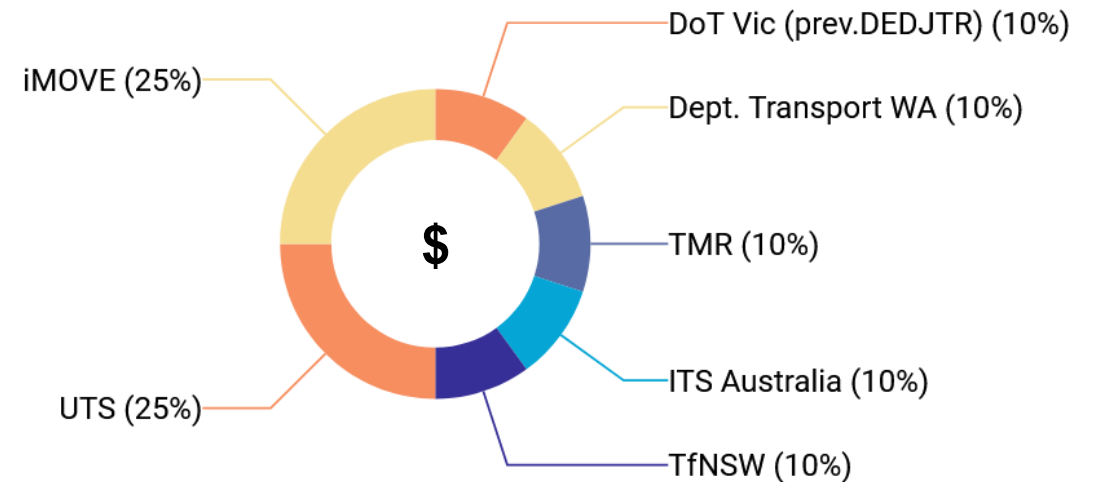
Opportunities for **Systemic and Service-Level Innovation** in Community Transport

iMOVE Webinar
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About the research

Project start

Project end

31 May 2021 — 24 Dec 2021

iMOVE (25%)
DoT Vic (prev.DEDJTR) (10%)
Dept. Transport WA (10%)
TMR (10%)
ITS Australia (10%)
TfNSW (10%)
UTS (25%)

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About the research

Aim:

Conduct exploratory research to:

- **Holistically review community transport (CT) in Australia**, including the current customer, service delivery, policy and funding ecosystems,

- **Identify trends in technology and service innovation** relevant to the CT sector, and

- Examine **key challenges facing the sector**, including **barriers and opportunities for innovation**
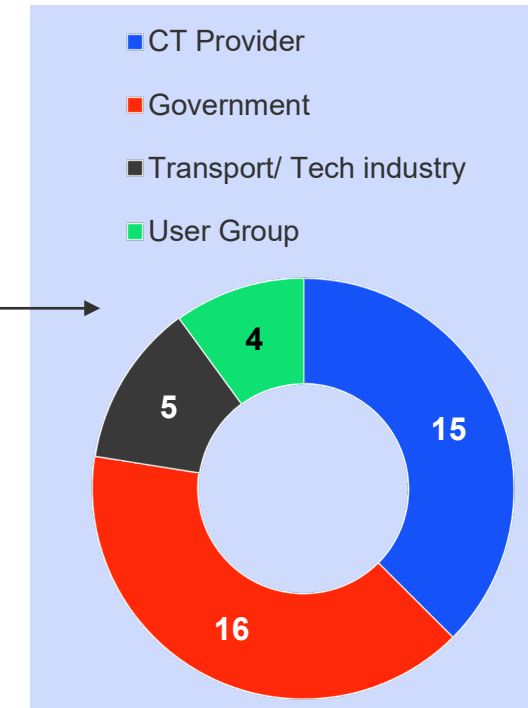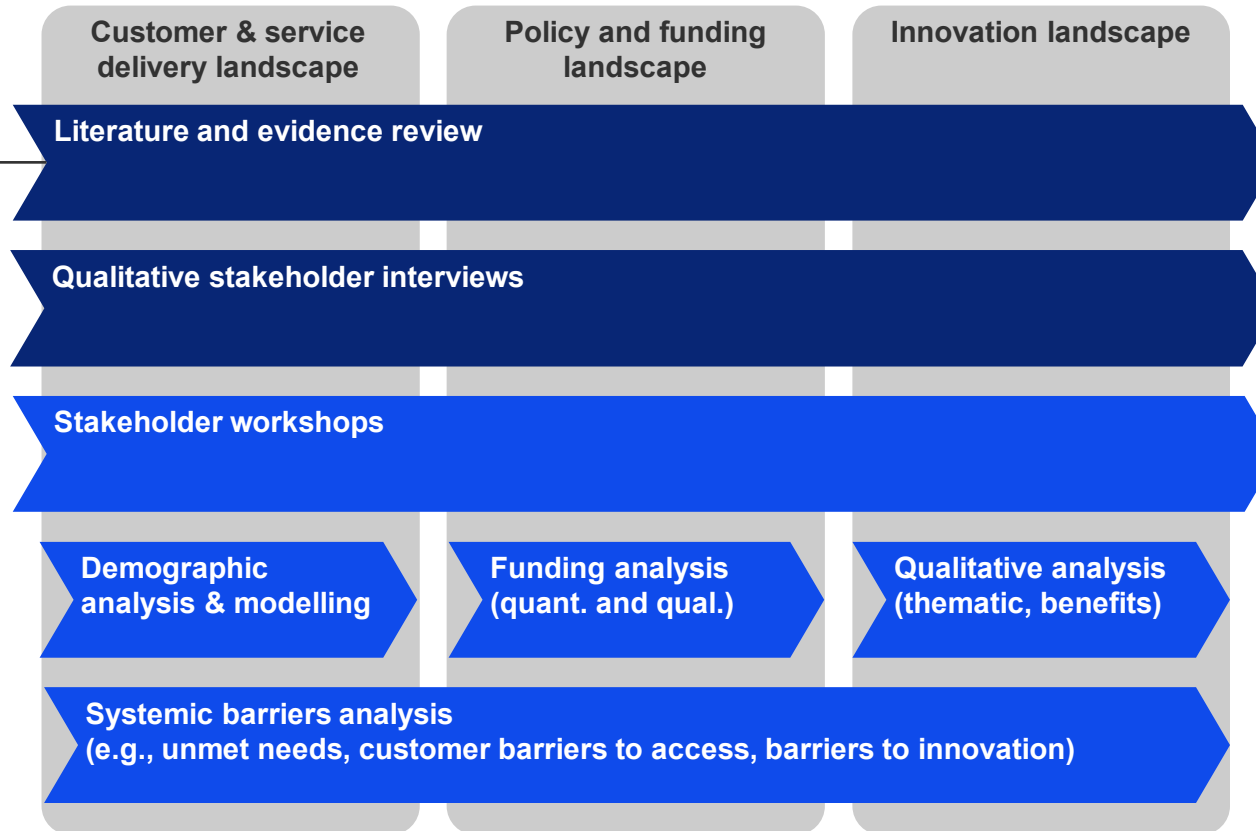
Purpose:

- Provide a **comprehensive overview and perspective** on the CT sector in Australia,

- Provide **strategic insights** that promote, inform and set some direction for further discussion, research and policy development, and

- **Identify opportunities** for the CT sector, industry and government to bring forward innovative solutions that can enhance the sector and the broader response to community mobility needs

- ***Not*** about recommending solutions

Overview of research approach

Research area of focus ▶ **Research activities**

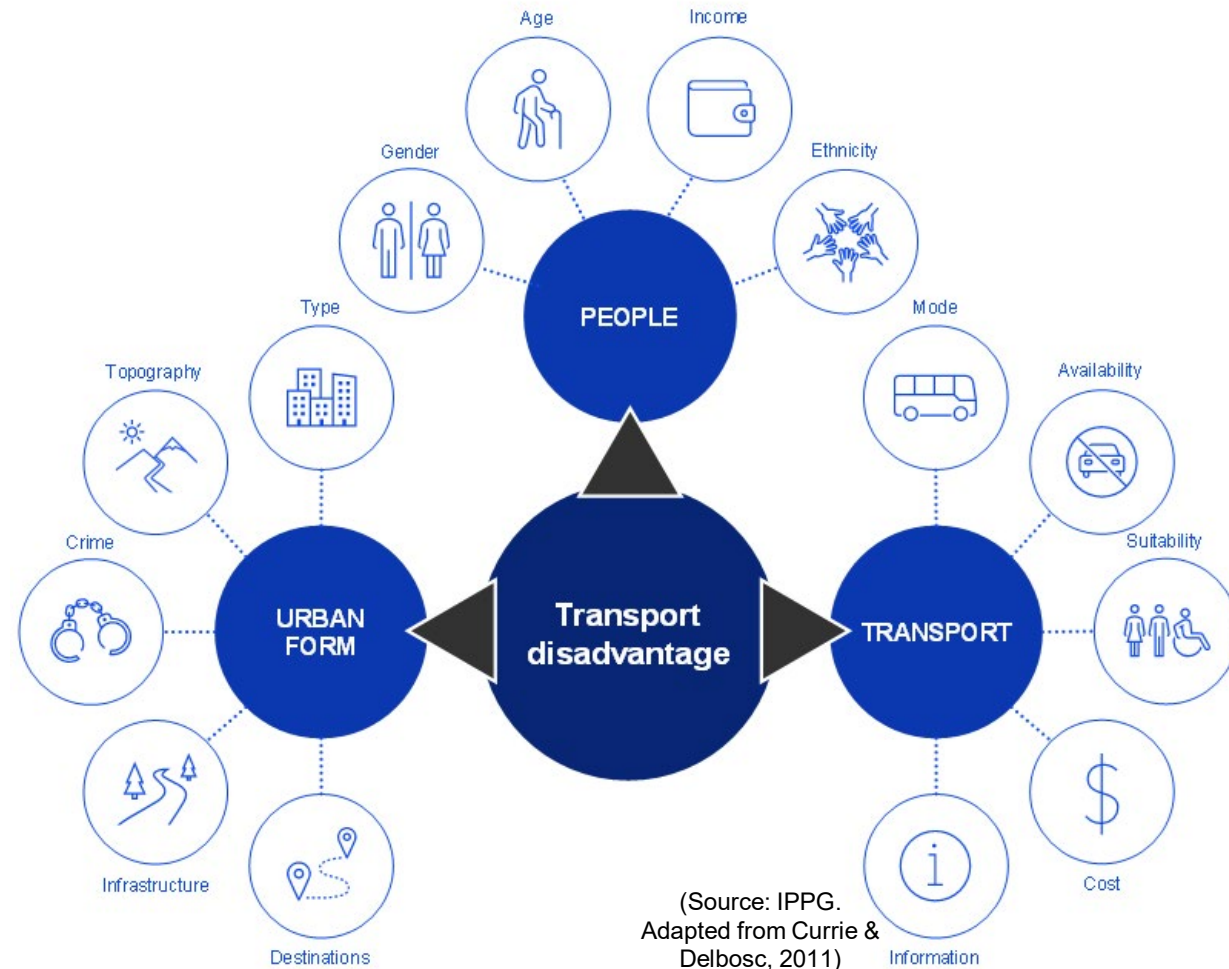**281** unique evidence sources referenced (+ many more reviewed) – including:

- ABS
- AIHW
- OECD
- WHO
- International academic research
- Commonwealth Govt
- State Govts
- Local Councils
- International Govts
- CT peak body and provider literature
- Royal Commissions
- Productivity Commission
- Industry reports
- NGOs
- Online, media, grey literature etc.

Customer & service delivery landscape	Policy and funding landscape	Innovation landscape

Literature and evidence review

Qualitative stakeholder interviews

Stakeholder workshops

| **Demographic analysis & modelling** | **Funding analysis (quant. and qual.)** | **Qualitative analysis (thematic, benefits)** |

Systemic barriers analysis
(e.g., unmet needs, customer barriers to access, barriers to innovation)

- CT Provider
- Government
- Transport/ Tech industry
- User Group

15, 16, 5, 4

Findings
Transport disadvantage and complex needs

(Source: IPPG. Adapted from Currie & Delbosc, 2011)

92% of older people rate personal mobility as critical to health, social wellbeing and independence.

3x the number of the older people using home care has tripled over the last ten years.

41% of older people reported feeling lonely often or some of the time.

Over **13%** of CHSP-funded transport services report demand exceeding supply.

24% of people with a disability say that safe, accessible and affordable transport is a severe issue for them.

5.7% of all Australians have a profound severe disability.

1 in 2 people aged 65 years and over are living with disability.

Around **85%** of people with a disability will not be eligible for support under the NDIS.

By 2030, the number of people over 65 with dementia will grow by over **35%**

Annual transport costs are **$4,000 - $7,000** higher per person for people living in remote communities in Australia compared to those in non-remote areas.

59% of people outside major cities report transport as a severe or major issue.

Findings
Immediate and growing challenge

- **Ageing population**

- Relationship between **ageing and (profound/severe) disability**

- Shift towards **ageing-in-community**

- **Mobility is key** to inclusion, health and wellbeing

- **Disproportionate impacts** on regional and remote areas

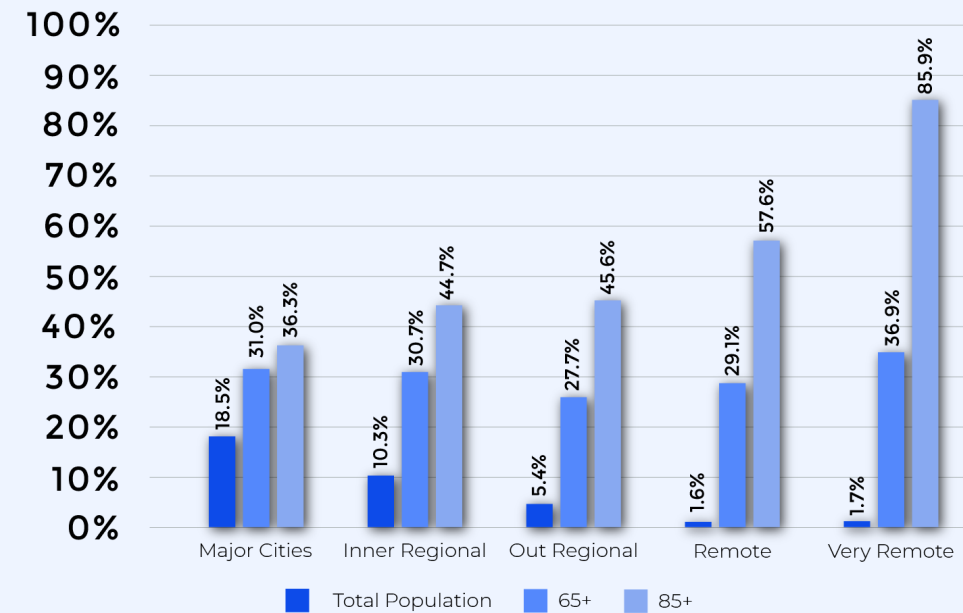- *Not* a long way off – but **an immediate challenge**
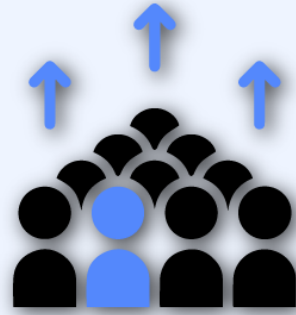
Between 2020 and 2030, the over 65 population is set to grow by over **30%**

Regional and remote areas will experience much higher growth in the older population relative to total population.

Chart values:

Region	Total Population	65+	85+
Major Cities	18.5%	31.0%	36.3%
Inner Regional	10.3%	30.7%	44.7%
Out Regional	5.4%	27.7%	45.6%
Remote	1.6%	29.1%	57.6%
Very Remote	1.7%	36.9%	85.9%

- Specific **user groups**

- Broad and specific **user needs**

- **Nature of services** delivered

- **Model(s)** of service delivery

- Role as a **care and community service**, rather than transport

- **Highly diverse and disaggregated** sector

- Limited evidence or understanding of **costs**

Table 4 – Key identified characteristics of community transport [139]

Characteristics:		Stakeholder groups			
		Community transport providers	Government agencies	Transport / Technology industry	User groups
User groups	Older people/Aged care				
	Permanent disability				
	Temporary disability				
	Vulnerable members of the community				
	Regional/ remote				
User needs	Health/ medical				
	Social/ community				
	Transport disadvantage				
Delivery	Not-for-profit				
	Operated by volunteers				
	Door-to-door				

Source: IPPG

Value to customers and communities

- Equitable access to essential services, amenities and community for the most **vulnerable and disadvantaged**

- **Human-centric** service, responsive to a sliding-scale of individual needs with trained staff – 'ride-share to high-care'

- Extends people's ability to continue to **live independent lifestyles**

- **Community-based, highly-personalised service** with ongoing, trusted customer-staff relationships

- Provides the 'glue' **connecting users** to other care and community services, and to social and support networks

- Provides opportunities for **social interaction**, reducing loneliness and social isolation and associated risks
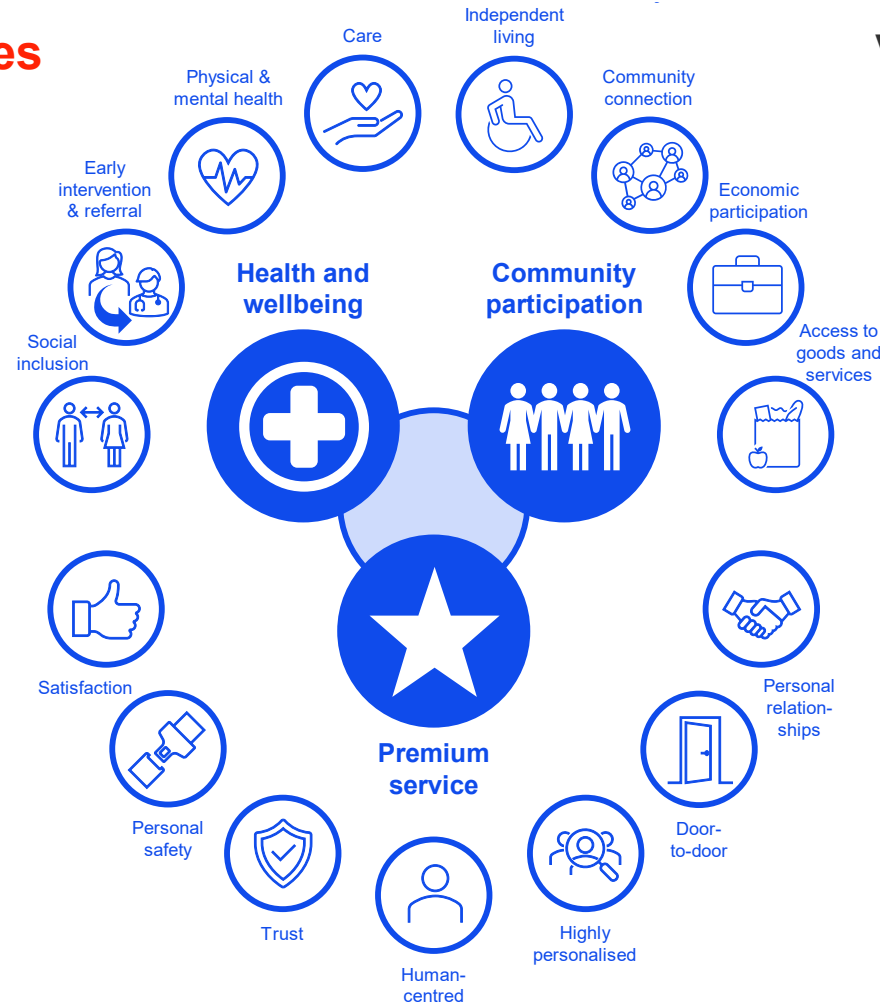
Value to policy goals and outcomes

- Supporting an **ageing population** with increased vulnerability, health risk and greater need for social/health care

- Supporting an **ageing-in-place**, in-home care strategy – particularly for people in regional and remote areas

- Enabling **access to health services** – including access to GP appointments and specialist healthcare services

- **Reducing health system costs** via early intervention, reducing hospital admissions and access to healthcare

- **Reducing loneliness, isolation and social exclusion** and associated costs and pressure on public services
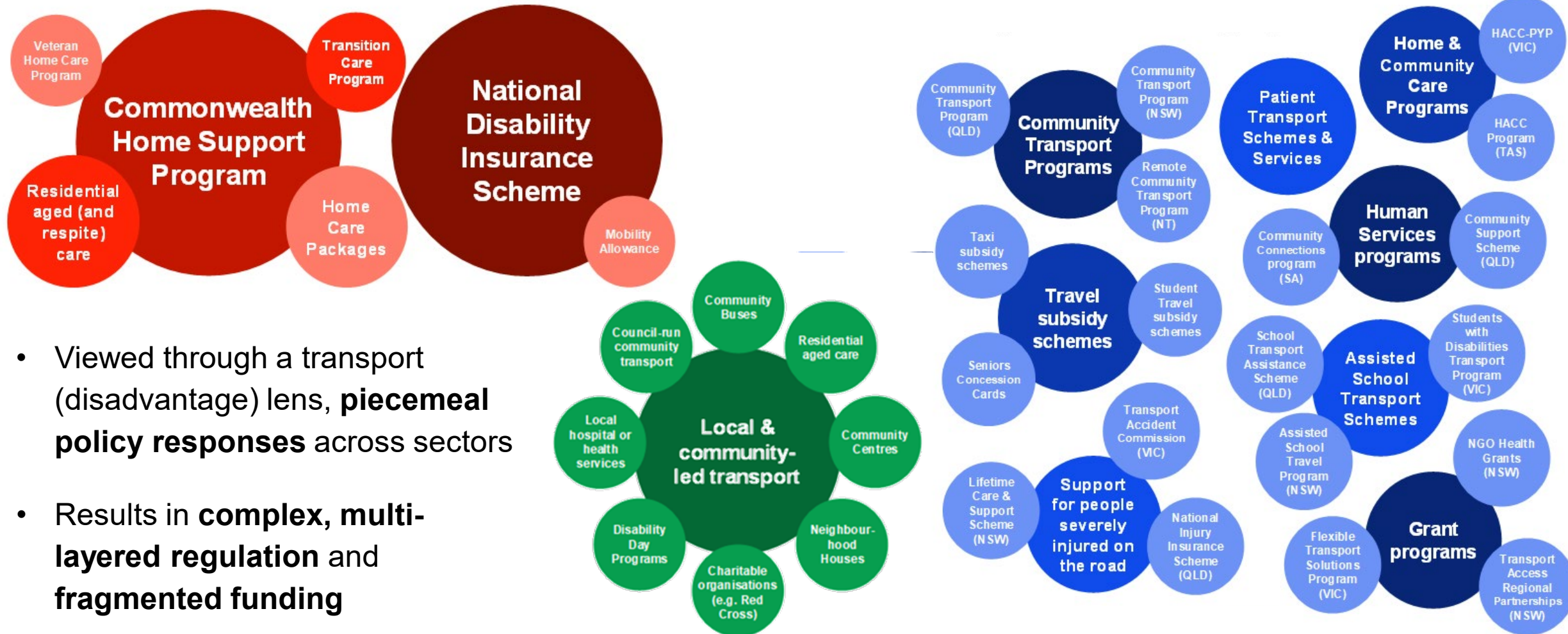
- **Connecting people to communities**, facilitating **social cohesion and economic participation**, including access to jobs, education, recreation and local economies.

Central diagram: Health and wellbeing; Community participation; Premium service. Surrounding labels: Care, Independent living, Community connection, Economic participation, Access to goods and services, Personal relationships, Door-to-door, Highly personalised, Human-centred, Trust, Personal safety, Satisfaction, Social inclusion, Early intervention & referral, Physical & mental health.
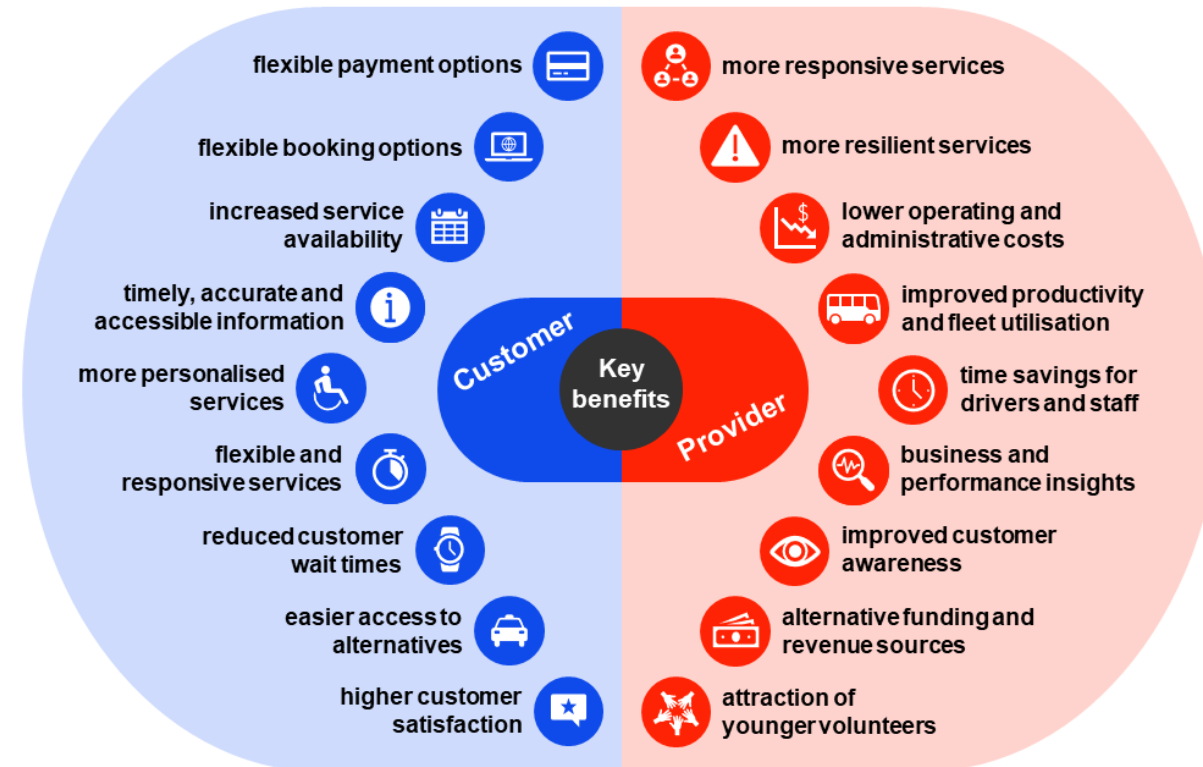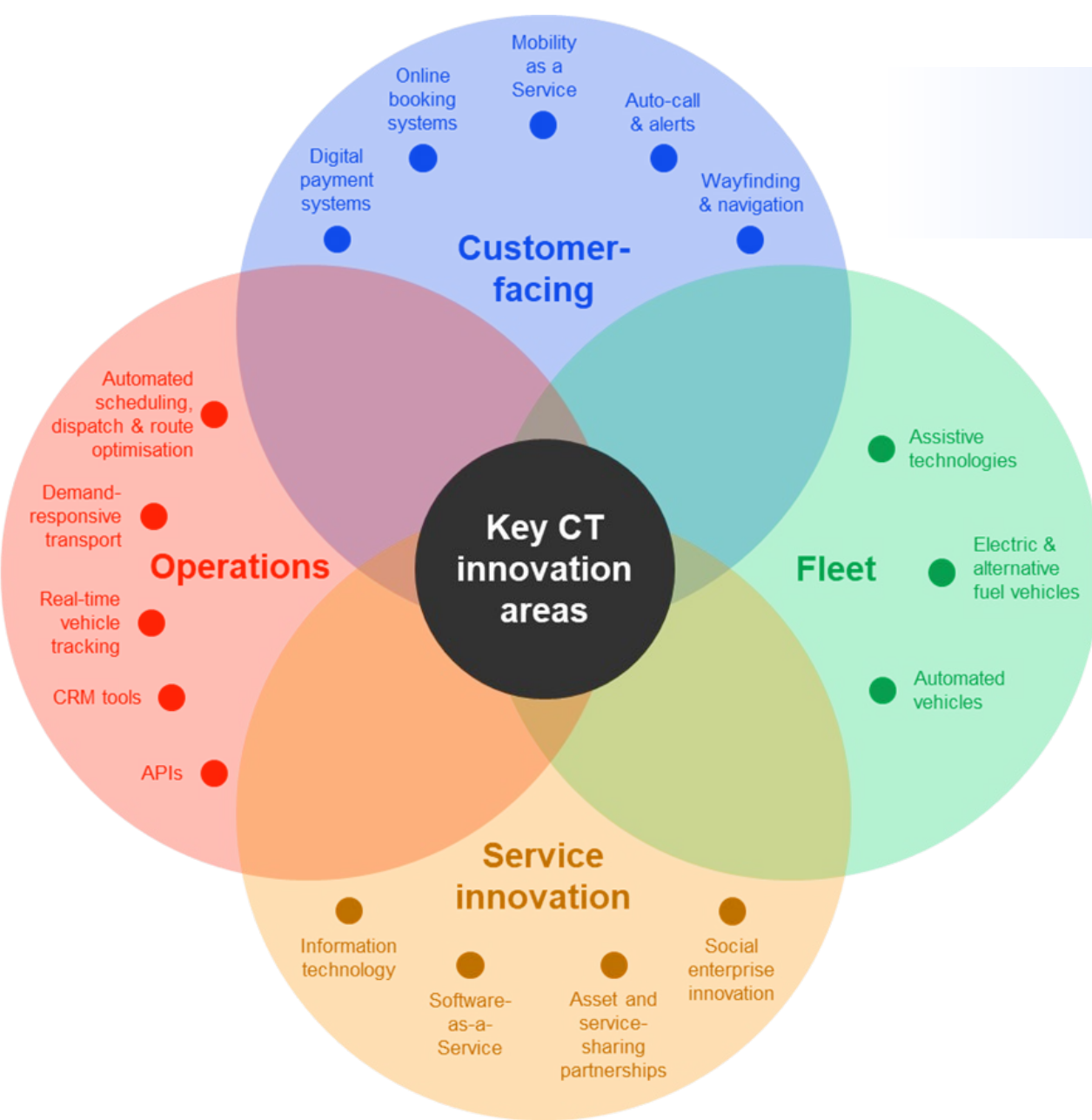
- Viewed through a transport (disadvantage) lens, **piecemeal policy responses** across sectors

- Results in **complex, multi-layered regulation** and **fragmented funding**

Findings
Technology and service innovation

Key CT innovation areas

Customer-facing
- Mobility as a Service
- Online booking systems
- Auto-call & alerts
- Digital payment systems
- Wayfinding & navigation

Operations
- Automated scheduling, dispatch & route optimisation
- Demand-responsive transport
- Real-time vehicle tracking
- CRM tools
- APIs

Fleet
- Assistive technologies
- Electric & alternative fuel vehicles
- Automated vehicles

Service innovation
- Information technology
- Software-as-a-Service
- Asset and service-sharing partnerships
- Social enterprise innovation

Key benefits

Customer
- flexible payment options
- flexible booking options
- increased service availability
- timely, accurate and accessible information
- more personalised services
- flexible and responsive services
- reduced customer wait times
- easier access to alternatives
- higher customer satisfaction

Provider
- more responsive services
- more resilient services
- lower operating and administrative costs
- improved productivity and fleet utilisation
- time savings for drivers and staff
- business and performance insights
- improved customer awareness
- alternative funding and revenue sources
- attraction of younger volunteers

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Challenges
Systemic issues

1. **Community needs**
   - Lack of evidence about transport disadvantage and demand for assisted transport
   - Existing gaps, unmet needs and mismatches between supply and demand
   - Without intervention, unmet needs likely to increase

2. **Fragmentation**
   - Fragmented policy and funding regimes across jurisdictions, policies and programs
   - Multi-layered regulation, standards, compliance and other obligations
   - Barriers to customers around eligibility, accessing services and unequal supports

3. **Evolving market**
   - Shifts from block grant to person-centred funding models (e.g., in aged care)
   - Emerging ecosystem of innovative and diversified mobility services
   - Competition brings opportunities, but also risks (e.g., inequalities or systemic failures)

4. **CT Sector**
   - Diverse and disaggregated sector impacts cohesion and collective capacity
   - Difficulties in engaging, educating and advocating effectively with government
   - Challenges in recruitment, retention and sustaining future workforce
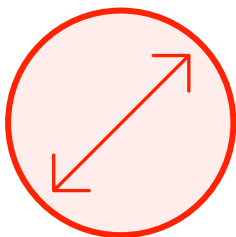
Challenges
Barriers to innovation

1. Funding and resources

2. Challenges of scale

3. Sector capacity and readiness

4. Customer barriers

5. Technology solutions not aligned to sector needs

Opportunities…
Opportunities for *service* innovation

1. Technology

- Emerging innovations can enhance mobility for people experiencing disadvantage
- Substantial benefits on offer to providers from a range of (esp. digital) technologies
- Technology-enabled integration and aggregation of user needs and services
- Technology platforms could integrate services to reduce customer barriers to access

2. CT sector

- Varying degrees of readiness – opportunities to build capacity for innovation/change
- Improving information/knowledge sharing within the sector, across jurisdictions
- Proactive (gradual) responses to changing market and funding context
- Leveraging collective scale by aggregating needs (e.g., collaborative procurement)

3. Collaboration & Partnership

- Opportunities for more local partnerships across CT and other community services
- Collaboration and partnering to improve quality and efficiency (e.g., asset sharing)
- Collaboration with government/industry to explore benefits of technology use cases
- Wider opportunities to help create the conditions for sector innovation (e.g., policy)

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Opportunities…
Opportunities for *systemic* innovation

4. Evidence base

- Community needs linked to transport disadvantage need to be better understood
- Opportunity to address lack of evidence on relative costs and benefits of services
- Enhancing the evidence base can inform more proactive, whole-of-government strategies that are responsive to changing demands

5. Governance & Stewardship

- Governance could help join up approaches to a complex, cross-cutting issue
- Opportunities to enhance engagement between government, the CT sector and users
- Proactive monitoring of emerging risks in an evolving competition-based market
- Potential policy or technology solutions to streamline customer access to services

6. Integrated policy & planning

- Proactively plan for growing proportion of transport customers with complex needs
- Explicitly consider community transport as integrated part of transport solution mix
- Opportunities for more integrated and standardised approaches to policy
- Options to design and structure funding mechanisms to improve efficiency/integration

Key takeaways:
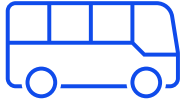
For **the CT sector**

- Opportunities and demonstrated benefits of both technology and service level innovations

- Importance of partnerships and collaboration

- Enhancing sector cohesion, knowledge-sharing, capacity building and strategic readiness

- Opportunities to leverage power of the collective – to aggregate needs, achieve efficiencies and access innovative technologies

For **government**

- Looming challenge of rapid growth in people needing assisted mobility – especially regional/remote areas

- Significant gaps in the evidence base that need further research

- Important role for government in monitoring risks in meeting needs of customers requiring assistance

- Also opportunities for government to facilitate systemic efficiency, integration and innovation
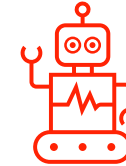
For **industry**

- Appetite for innovation in the CT sector – opportunities for partnership and collaboration

- Varied sector capacity to innovate – importance of capacity-building and sharing of risk

- Growing market and inefficiencies offer potential opportunities to capture value

- Technology solutions need to respond to unique and specialised needs of the sector and its users
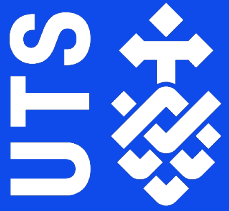
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Thank you

Discussion

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