

THE FUTURE

We see it as **our role** to:

- ✚ Continue to provide existing benefits to both working and retired beneficiaries
- ✚ Develop new ways of relieving need, hardship and distress
- ✚ Bring the benefits of membership to all parts of the public transport industry
- ✚ Use Information Technology to improve services and efficiency without losing contact with our beneficiaries or compromising security
- ✚ Make our services (including our publicity and forms) available in Welsh if there is a demand for this
- ✚ Maximize income from tax concessions

As a charity we have no interest in growth for its own sake or to make profits (which is not allowed anyway). We have to ensure we have sufficient **reserves** to allow our work to continue unimpeded, though, and our policy is set out in a separate page on 'Reserves and Investments'.

We have been innovative in developing **new benefits**, with groundbreaking schemes to provide help with the cost of most complementary treatments. We will continue to develop our legal services to the benefit of beneficiaries and we will continue to ensure that we operate with a minimum of bureaucracy. The Trustees will continue to control the charity but delegate as much day-to-day responsibility as possible to the Director and his staff.

We will continue to monitor trends and ensure we are **providing what beneficiaries need**, as long as we are not taking over from the State. Subject to the approval of the Inland Revenue, Customs & Excise and Charity Commissioners we may consider allowing companies to offer services to our members as an added benefit or may establish a trading company, but we will not give anyone else access to our membership lists.

TBF in its present form is a relatively new charity, but it took over from one which was formed in 1923. We are determined to build on the **democratic** past and ensure that we continue to be run by members for members as we recruit in new companies. As far as our resources allow, we will seek to attract members throughout Great Britain and provide **local facilities** for them, in Welsh or Gaelic if necessary. Many of our members still find London accessible, but that is changing and we are changing with it.

We will continue to be as **cost-effective** as possible and try to avoid fixed costs. Our role will continue to be to ensure that services are available to beneficiaries: we do not expect in general to provide them ourselves.

Much of the **public transport industry** is, unfortunately, unstable - take-overs, demergers, privatization, rationalizations, changes of franchise, losses of tenders, competition and so on. We intend our membership base to be wide enough to enable us to overcome the financial effects of short-term fluctuations, while we aim to follow our members into new companies.

Our present membership is around 12,500 and our minimum aim is to maintain this and **grow** by 1,500 members a year for the next three years. We expect these to be employed and to collect most contributions by paybill deduction, although we have introduced arrangements whereby working (and, where appropriate, retired) members may contribute by banker's standing order.

The present **contribution** rate (£1 a week) was introduced in January 1994 and we do not intend to increase it in the foreseeable future. The family cover undoubtedly represents excellent value.

We believe we have a unique set of benefits and that the interests of public transport workers are best served by TBF remaining **independent**. We will consider any approaches, however, which might enable more people in the industry to benefit from what we offer and we will co-operate with other bodies as appropriate. We will consider possible incorporation at some stage, without commitment.

We will continue to seek **Patrons** from among national industry leaders and trades unions.

TBF has become more assertive and we believe the industry and its workforce is (and will continue to be) the better for it.

A copy of our Development Plan can be provided if wished: this expands on the points in this document.