

***EASTERN REGION
EMPLOYMENT AND
COMMUNITY SERVICES INC***

STRATEGIC PLAN

2007 - 2010

OUR VISION

Excellence in the provision of services to overcome disadvantage

We are committed to:

Leadership

We are innovative and proactive in seeking opportunities to improve and increase services that enhance the lives of disadvantaged people.

Community

We consult and engage with our communities, and endeavour to respond effectively where possible to their identified needs.

Excellence in Service

We work cooperatively with our staff, our community and all levels of government to provide quality services and solutions.

OUR VALUES

Our organisation delivers services based on our identified values. Our values guide our behaviour and actions.

Ethics

We act with integrity and make objective decisions in an open and transparent way.

Respect

We acknowledge and value individuals, their opinions and contributions.

Professional

We promote professionalism within our staff and Board and recruit staff whose values are consistent with organisational values. Staff are encouraged and supported to enhance their professional skills.

Commitment to Community

We are committed to our communities, acknowledging and valuing the skills and attributes inherent in individuals and agencies.

OUR KEY FOCUS AREAS

To achieve our vision, our priorities are:

A Excellence in Core Business

To be a professional, effective, efficient organisation, responsive to persons with benevolent needs.

B Leadership

To foster innovative and creative solutions which meet the needs of our community.

C Financial Viability

To provide responsible and sustainable management of our resources.

D Service Growth

To directly assist persons with benevolent needs through the expansion of our services and through identifying solutions.

Key Focus Area: A: Excellence in Core Business

Goal: To be a professional, effective, efficient organisation, responsive to persons with benevolent needs.

Outcomes	Measures
<p>1 EFFECTIVE MANAGEMENT OF THE JOB NETWORK CONTRACT.</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Maintain or improve Job Network star ratings ▪ Ensure all contractual requirements are met ▪ Ensure regular review of service delivery strategies ▪ Ensure services are delivered using effective quality management principles ▪ Customer satisfaction is measured and services improved as identified 	<ul style="list-style-type: none"> ▪ Star ratings results ▪ DEWR audit reports ▪ Frequency of reviews ▪ Qualitative service surveys are undertaken ▪ Procedures are developed and continuously reviewed for all service areas
<p>2 EFFECTIVE DELIVERY OF COMMUNITY AND OTHER SERVICES</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Develop service delivery plans for all services ▪ Ensure budgets are developed for all services ▪ Develop measurable performance indicators for all services ▪ Ensure services are delivered using effective quality management principles ▪ Customer satisfaction is measured and services improved as identified 	<ul style="list-style-type: none"> ▪ Service delivery plans are prepared ▪ Budgets are developed and monitored ▪ KPIs are developed and measured ▪ Procedures are developed and continuously reviewed for all services ▪ Qualitative service surveys are undertaken
<p>3 QUALITY STAFF</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Ensure terms and conditions of employment for all staff are at or above industry standards ▪ Develop and implement effective staff training plans ▪ Monitor staff satisfaction for improvement opportunities ▪ Acknowledge and value the contribution of staff to quality service delivery 	<ul style="list-style-type: none"> ▪ At a minimum annually review staff salary packages in relation to industry standards ▪ A training plan is developed annually ▪ At a minimum annually conduct performance appraisals of all staff ▪ Bi-annual staff satisfaction surveys are undertaken ▪ Staff consultations related to service delivery strategies have taken place ▪ Regular and consistent feedback is given to staff on service delivery achievements ▪ Regular staff meetings and team development activities have taken place

<p>4 EFFECTIVE GOVERNANCE</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Attract and retain Board members with relevant skills whose values are consistent with organisational values ▪ Maintain the currency of organisational policies ▪ The Board will be open and transparent in their actions, decision making processes and activities ▪ The Board will ensure adequate and appropriate reports are received on the organisation's financial and contractual situation and obligations ▪ Sufficient resources are available to support effective governance 	<ul style="list-style-type: none"> ▪ The diversity and commitment of Board members ▪ Policies are tabled and reviewed at a minimum annually ▪ New or amended policies are endorsed by the Board ▪ The Board adhere to governance policies ▪ Reports are provided in the format and at the intervals required to ensure effective governance ▪ Financial audits are undertaken annually and are unqualified
<p>5 EFFECTIVE PARTNER AND CONTRACT MANAGEMENT</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Ensure partners hold values and goals consistent with organisational values and goals ▪ Effectively document partnership and joint ventures to identify shared objectives ▪ Manage contracts, partnerships and joint ventures efficiently and effectively ▪ Ensure resources are available to support effective partner and contract management 	<ul style="list-style-type: none"> ▪ Partnerships and joint ventures are documented ▪ Contracts, partnerships and joint ventures are reviewed and evaluated ▪ Appropriate staff and other resources have been allocated

Key Focus Area: B: Leadership

Goal: To foster innovative and creative solutions in meeting community needs.

Outcomes	Measures
<p>1 INCREASED COMMUNITY CAPACITY.</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Promote the organisation profile and skills within the community ▪ Establish and maintain effective networks within the community ▪ Maintain awareness of community needs through effective networking ▪ Be proactive in approaching organisations who identify as having shared values, objectives and a willingness to partner in capacity building activity 	<ul style="list-style-type: none"> ▪ Qualitative community survey identifying perceptions of organisation within the community ▪ Effectively promote the services delivered by the organisation to a range of markets ▪ Reports are provided identifying resources allocated and results achieved ▪ Document the resources and results committed to community capacity building
<p>2 INCREASED REPUTATION AS A SOLUTION PROVIDER WITHIN THE WIDER COMMUNITY.</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Act as a catalyst to build community connectivity ▪ Maintain an awareness of solutions external to the local communities 	<ul style="list-style-type: none"> ▪ Document the resources and results committed to community capacity building

Key Focus Area: C: Financial Viability

Goal: To provide responsible and sustainable management of our resources

Outcomes	Measures
<p>1 RETURN ON INVESTMENT.</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Create an investment plan ▪ Contract expertise on a consultancy basis to provide financial and investment advice 	<ul style="list-style-type: none"> ▪ Investment plan is developed and endorsed by the Board ▪ A financial plan is endorsed by the Board which defines the amount of and the return on investment
<p>2 RETENTION OF PBI STATUS.</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Ensure sufficient services are delivered to people with benevolent needs ▪ Ensure sufficient funds are allocated to facilitate benevolent services ▪ Effectively document the extent of service delivery to the key client groups ▪ Ensure service delivery is consistent with the objectives and values of the organisation ▪ The benevolent focus of the organisation is effectively promoted 	<ul style="list-style-type: none"> ▪ A range of services are developed and delivered ▪ The annual report identifies the numbers of disadvantaged people assisted ▪ Promotional material is produced identifying the organisation's benevolent focus ▪ PBI status is maintained
<p>3 EFFECTIVE FINANCIAL MANAGEMENT</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Budgets are developed and monitored for all services ▪ Budgets are met and/or net profits exceeded ▪ Job Network maintains a profit margin of 10% of turnover in any year ▪ Professional advice is sought where required ▪ Retain, within the next two years, an appropriately qualified person to assist in the overall management of the Association from a financial and/or governance perspective 	<ul style="list-style-type: none"> ▪ Budgets are developed ▪ Budgets are met ▪ Job Network profit margin ▪ Unqualified audit reports

Key Focus Area: D: Service Growth

Goal:

To directly assist persons with benevolent needs through the expansion of our services and through identifying solutions.

Outcomes	Measures
<p>1 DIVERSITY OF SERVICES TO REDUCE DISADVANTAGE</p> <p>Strategies:</p> <ul style="list-style-type: none"> ▪ Build future service operational plan based on identified community priorities <ul style="list-style-type: none"> - Indigenous services - Affordable housing - Refugees/migrants from emerging communities ▪ Effectively resource the community services division of the organisation ▪ Research community needs, solutions and funding sources ▪ Review and evaluate services 	<ul style="list-style-type: none"> ▪ A Project/Development Officer is recruited to develop and deliver a range of services ▪ A range of activities and services are delivered ▪ Services and activities are reviewed and evaluated to enable consolidation and/or improvement