

12 July 2011



## Strategic Plan 2011 - 2014

Dear Mambourin community member,

Mambourin's Board recently released our latest Strategic Plan. You will find a copy attached to this letter if you are reading a hard copy, or beside this letter if you are reading from our website.

This Plan is intended to provide a guiding strategic framework that will see Mambourin further establish itself as one of Victoria's leading disability service providers.

This Plan is the result of the work of many people. This included the full Board and the Management team and we consulted with our broader stakeholder groups including people who use Mambourin's services, family representatives, and staff.

This Plan represents the shared vision of what we must do to **innovate, excel and grow**. By delivering against this Plan, we will meet or exceed the expectations of our service users and their supporters.

This Plan is intended to be simple to read because it has far less detail than many other strategic plans. Because the future is not precisely known, the aim was to write a plan which gives a set of broad strategic directions so that we know clearly where we are going, but have some flexibility as to how we will get there.

In order to be crystal clear about what we want to do and why, the Plan itself is essentially limited to four key result areas which are **Customers, People, Internal Processes** and **Finances**; and a set of strategies designed to achieve in each of these areas.

This Plan is a purely strategic document. It will have detailed Business Plans supporting it, and it also links to our governance, management and quality assurance systems.

We intend to review this Plan annually, and to add a year each time, so it will always be a three year Plan, on a rolling basis.

The strategies within this Plan have been made key performance indicators for the CEO and all other senior managers and in time this will be rolled out into the position descriptions of all other staff members. In this way, we aim to ensure that every intention and action within the organisation is with our strategic directions clearly in mind.

**Dignity • Empowerment • Diversity • Partnerships**

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This Plan was not written to maintain the status quo, but is intended to generate change. We want to be a learning organisation—indeed if we do not continue the search for new and better ways to do things we risk irrelevancy.

If at any time you would like to have some input into future strategic planning, please let us know. We welcome thoughts and ideas from anyone who cares about our future, including service users and their supporters, staff and the wider community. Comments can be lodged with any staff member. Such comments will be particularly welcome when coming from service users of Mambourin's services, their families and their supporters.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Rohan Braddy', written in a cursive style.

Rohan Braddy  
Chief Executive Officer

## Strategic Intent

Mambourin will be a market leader in the provision of disability services in Victoria. Our reputation for excellence in quality service provision will be known throughout the state. We will be first preference for people with disabilities, funders and other strategic business partners. Our reputation will be such that key stakeholders such as funders and other service organisations look to see what they can learn from us. We will share information with others if this will lead to further empowering people with disabilities, but will not compromise our sustainable competitive advantage.

### Innovate

We will actively seek to develop new and better ways to meet the needs, wants and goals of our service users and their supporters and new approaches to governance and administrative functions.  
**Market leader in the provision of disability services.**  
**Option of first preference for service users.**

### Excel

We will excel in all aspects of our service. We will strive for ever-increasing quality, and will look for and seize upon opportunities for continuous improvement.  
**Full conformance with all external audits.**  
**Reputation for excellence in quality service provision.**

### Grow

Will be an enabler to better quality services for current and new service users. Through growth we will maintain sustainability.  
**Systems in place which are enablers to further significant growth, sustainability and profitability.**

	Customers	People	Internal Processes	Finances
1st year	<ul style="list-style-type: none"> <li>Identify and document pathways</li> <li>All funded service users have a quality plan</li> <li>People with disabilities represented on the Board</li> <li>Establish and enhance community partnerships</li> <li>Establish an Alternative Transport System</li> <li>Develop a plan to provide additional client services (e.g. physio, psychologist, speech)</li> <li>Undertake market analysis</li> <li>Develop a plan to increase funded service users</li> <li>Develop a plan to identify possible mergers and acquisitions</li> <li>Develop plan to extend respite to external people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Fully establish processes for human resources department</li> <li>Hire a dedicated Fundraising Manager</li> <li>Develop a Volunteer/Work Experience/Student Plan</li> <li>Assess all Supported Employees using Business Services Wage Assessment Tool</li> <li>Develop an Emergency Succession Plan</li> <li>Revise and develop the Performance Review System</li> <li>Establish an organisational Training Plan</li> <li>Deliver training to all staff in Quality and Occupational Health and Safety</li> <li>Improve staff wellness</li> <li>Establish and train a specialist team in management of behaviours of concern</li> <li>Develop and implement a Training Plan for Supported Employees</li> </ul>	<ul style="list-style-type: none"> <li>Establish a Marketing Plan</li> <li>Establish a Fundraising Program</li> <li>Develop and implement a standard Quality System across the organisation which meets all requirements of funders</li> <li>Review buildings/resource utilisation</li> <li>Establish a relationship with an Registered Training Organisation</li> <li>Mambourin Enterprise Resource Planning System fully operational</li> <li>Establish best practice approach to Workcover</li> <li>Develop Program Outcome Reports to support the person centred planning process</li> <li>Develop Occupational Health and Safety System</li> <li>Achieve Occupational Health and Safety compliance with external assessment</li> <li>Develop website as a marketing tool</li> </ul>	<ul style="list-style-type: none"> <li>Increase revenue in Day Services</li> <li>Establish a Governance Training Plan</li> <li>Consolidate Australian Disability Enterprises financial position by reducing expenses</li> <li>Complete operational analysis to identify key revenue and cost drivers</li> <li>Fully document Finance policies and procedures</li> <li>Review Asset Register to ensure accuracy, no lazy assets</li> <li>Establish a plan to meet all financial KPIs</li> <li>Explore other business opportunities e.g. "Op Shop"</li> </ul>
2nd year	<ul style="list-style-type: none"> <li>Research to understand turnover of service users</li> <li>People with disabilities represented on Consultative Committee</li> <li>Establish feedback mechanisms from service users and their supporters</li> </ul>	<ul style="list-style-type: none"> <li>All staff qualified for role</li> <li>Establish a Employee Reward and Recognition Program</li> <li>Conduct annual Staff Satisfaction Surveys</li> <li>Establish a Talent Map</li> <li>Finalise EBA for Day Services</li> </ul>	<ul style="list-style-type: none"> <li>Become an accredited Registered Training Organisation</li> <li>Develop Certificate 1 &amp; 2 level programs</li> <li>Establish a standard change management process</li> </ul>	<ul style="list-style-type: none"> <li>Commercialisation of Mambourin Enterprise Resource Planning System</li> <li>Increase revenue across the organisation, esp. Australian Disability Enterprises</li> <li>Enhance financial reporting especially key revenue and cost drivers using Crystal Reports</li> </ul>
3rd year	<ul style="list-style-type: none"> <li>All funded service users have goals identified and measured objectively and systematically</li> <li>Programs offerings fully categorized, restructured and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated Quality Manager</li> </ul>	<ul style="list-style-type: none"> <li>Establish a standard project management process</li> </ul>	<ul style="list-style-type: none"> <li>Establish a plan for securing the land at Walls Road</li> <li>Establish the Mambourin Foundation</li> <li>Diversify income sources</li> </ul>