

POLICY : 4.1 Strategic Planning

Approval By:	Controlled Documents Committee	Approval Date:	7 July 2016
Document Owner:	CEO	Next Review Date:	7 July 2019

Purpose QEC’s strategic plan is a Board of Management tool used to:

- set priorities
- focus energy and resources
- strengthen operations
- ensure that employees and other stakeholders are working towards common goals
- allow for measurement against agreed goals
- allow for adjustment to planning in response to changing environments

QEC’s strategic plan outlines our organisational direction and goals, how we will progress towards those goals and how we will measure our success.

Target Audience Board, All Staff, Volunteers, Funders and other key stakeholders

Definitions Board of Management (BOM)
 A 12 member Board of Management has overall responsibility for the governance of the Queen Elizabeth Centre (ref. Health Services Act 1988).

Strategic and Service Planning Committee (SSPC)
 A subcommittee of the BOM to provide strategic advice and recommendations to the BOM with regard to ongoing and timely strategic and service planning.

Procedure The QEC strategic planning process is conducted annually

March	BOM Planning Day Strategic plan is reviewed by the BOM and recommendations agreed
April	SSPC meet to revise the strategic plan based on recommendations from the BOM Planning Day Revised strategic plan presented to the BOM by a representative of the SSPC for approval
May	Strategic Plan is reviewed by Executive Managers at the Operational Planning Day. Executive Managers revise operational and quality improvement plan based on changes to the Strategic Plan.
Quarterly	Operational Planning Meetings Executive managers review progress against the

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Operations and Quality Improvement Plan.

Monthly Executive Management Meetings
Executive managers report on specific projects operational and quality improvement plan as per the upcoming Board Agenda.

Throughout the year the CEO and Executive Managers will present updates at BOM meetings on progress against specific areas of the strategic plan. These updates appear in BOM Agendas, reports to the BOM and minutes of the BOM.

Related Links

- QEC Strategic Plan (attached)
- QEC Board Charter
- Strategic and Service Planning Committee Terms of Reference
- QEC BOM and Committees Annual Agenda Items

Key Legislation, Acts and Standards

HUMAN SERVICES STANDARDS

1. Empowerment	1.1	People understand their rights and responsibilities	
	1.2	People exercise their rights and responsibilities	
2. Access & Engagement	2.1	Services have a clear and accessible point of contact	
	2.2	Services are delivered in a fair, equitable and transparent manner	
	2.3	People access services most appropriate to their needs through timely, responsive service integration and referral	
3. Wellbeing	3.1	Services Adopt a strengths-based and early intervention approach to service delivery that enhances peoples wellbeing	
	3.2	People actively participate in an assessment of their strengths, risks, wants and needs	
	3.3	All people have a goal-orientated plan documented and implemented	
	3.4	Each person's assessment and plans are regularly reviewed, evaluated and updated. Exit/transition planning occurs as appropriate	
	3.5	Services are provided in a safe environment for all people, free from abuse, neglect, violence and/or preventable injury	
4. Participation	4.1	People exercise choice and control in service delivery and life decisions	
	4.2	People actively participate in their community by identifying goals and pursuing opportunities including those related to health, education, training and employment	
	4.3	People maintain connections with family and friends, as appropriate	
	4.4	People maintain and strengthen connection to their Aboriginal or Torres Strait Islander culture and	

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		community	
	4.5	People maintain and strengthen their cultural, spiritual and language connections	
	4.6	People develop, sustain and strengthen independent skills	

EQUIP6

1. Clinical	1.1	Consumers/patients are provided with safe, high quality care throughout the care delivery process	
	1.2	Consumers/patients and communities have access to health services and care appropriate to their needs	
	1.3	Appropriate care and services are provided to consumers/patients	
	1.4	The organisation provides care and services that achieve effective outcomes	
	1.5	The organisation provides safe care and services	
	1.6	The governing body is committed to consumer/patient participation	
2. Support	2.1	The governing body leads the organisation in its commitment to improving performance and ensures the effective management of corporate and clinical risks	
	2.2	Human resources management supports high quality health care, a competent workforce and a satisfying working environment for staff	
	2.3	Information management systems enable the organisations goals to be met	
	2.4	The organisation promotes the health of the population	
	2.5	The organisation encourages and adequately governs the conduct of research to improve the safety and quality of health care within organisations	
3. Corporate	3.1	The governing body leads the organisations strategic direction to ensure the provision of quality, safe services	
	3.2	The organisation maintains a safe environment for employees, consumers/patients and visitors	

CHILD SAFE STANDARDS

1	Strategies to embed an organisational culture of child safety, including through effective leadership arrangements	
2	A child safe policy or statement of commitment to child safety	
3	A code of conduct that establishes clear expectations for appropriate behaviour with children	
4	Screening, supervision, training and other human resources practices that reduce the risk of child abuse by new and existing personnel	
5	Processes for responding to and reporting suspected child abuse	
6	Strategies to identify and reduce or remove risks of child abuse	
7	Strategies to promote the participation and empowerment of children	

Other Key Legislation, Acts and Standards Health Services Act 1988
AS/NZI ISO 9001:2008

Key words Strategic plan, board of management, board, governance,

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OUR VISION

QEC's vision is for our children to get the best start in life

QEC STRATEGIC PLAN 2015-2019

GOALS	OBJECTIVES	MEASURES	STRATEGIC INITIATIVES
<p>EXCELLENCE IN SERVICE DELIVERY Be recognised for leadership in the provision of evidence based services that enhance the skills and confidence of parents in carers of young children</p>	<ul style="list-style-type: none"> Reposition Noble Park as a centre of innovation, known for thought leadership in place based programs. Provide innovative and customer centric services that deliver best practice health and wellbeing outcomes for children and their families. Build partnerships to deliver services in high risk communities 	<ul style="list-style-type: none"> Industry recognition for program design Industry leading outcomes from place based programs Growth in the reach (number of families) impacted by these programs 	<ul style="list-style-type: none"> Build a model to regularly review and capture findings from programs at NP that can be used to improve & build new place based programs Extend the reach of place based programs outside of Noble Park Develop roadmap for NP to become into an innovative learning centre, including delivery of the therapeutic gardens
<p>Leadership, Research & Learning Be recognised for leading practice research in early years parenting support for at risk families in the health and community sectors, through its contribution to research agenda</p>	<ul style="list-style-type: none"> Conduct research projects with universities and research institutes that further understanding and efficacy of early years outcomes Deliver development programs responsive to the needs of the health and community services sector in providing leading early years services 	<ul style="list-style-type: none"> Number of research projects Quality of research Programs changed due to research with positive outcomes Outputs from Research Advisory group 	<ul style="list-style-type: none"> Implement a model that uses best practice early years' research to design and improve services provided. Develop an approach to innovation that starts with customer needs and pain points Implement a program of continual review and improvement of all service models Review and refresh communication systems, channels and processes meet customer and staff needs Continue to execute the quality and risk framework to ensure clinical and corporate governance processes are robust and inform our systems Consider effective approaches to engage consumers across the organisation
<p>People & Culture Build a high performing team that is aligned to our operational activities and with capabilities to deliver on our innovative service delivery models</p>	<ul style="list-style-type: none"> Develop a dynamic workforce plan to enable the attraction and retention of talent aligned to the changing service delivery models Build a high performing team that is characterised by strong leadership, strong capability and change agility Build a high functioning board and continue to execute a contemporary and highly effective corporate governance structure 	<ul style="list-style-type: none"> Number and quality of candidates % promotions internally Turnover below industry benchmarks Staff engagement (People Matters survey) Staff engagement rates Customer feedback and engagement Attendance at development programs, staff involvement in project teams, advisory committees 100% staff have an active development plan Staff involvement in cross team projects 	<ul style="list-style-type: none"> Seek funding opportunities and partnerships to deliver place-based solutions Enhance the use of the Community stakeholder to identify opportunities for partnerships Build a research model Implement research findings into program delivery including communication, change management, stakeholder engagement & capability development for staff and clients Review our educational and training programs and examine opportunities for ongoing improvement Promote our early parenting professional development and learning programs to the wider system workforce Develop an innovative program to refresh the bi-annual QEC conference program and participant profile
<p>Community & Partnership Create strategic partnerships that increase our profile, expand our reach and empower and add value to participating organisations</p>	<ul style="list-style-type: none"> Implement a strategic approach to building partnerships that extend our program design, reach and related outcomes Continue to develop innovative programs through partnerships 	<ul style="list-style-type: none"> Significant completion rate for AICD Course. Diverse skills in Board capabilities matrix are covered collectively Strategic Plan delivered and key KPIs achieved High attendance rates at Board meetings/committees Board & committee evaluation results Number of MOU's and contracts Number of volunteers Community Advisory Group effectiveness Number of positive media mentions Number of training delivered in partnership 	<ul style="list-style-type: none"> Refresh our employee value proposition/employer brand and align recruitment, induction & communication materials Maintain a dynamic workforce analysis and forecast to match business needs Review and integrate workforce competencies into recruitment, induction, performance and development activities Implement an ongoing leadership development program for all managers Develop and execute a Learning and Development plan that builds capability in delivering contemporary service models, innovation and change management (based on a Training Needs Analysis) Develop an ongoing succession plan that incorporates individualised development plans (eg Scholarships and secondments) Implement an integrated performance management system that includes goal setting aligned to strategic plans and development plans for individual success Strengthen the employee reward & recognition program Selection processes are robust to ensure the collective skills are achieved for the Board Build a Board development calendar that supports the Board and Board members to continue to build their skills Continue to implement an annual governance calendar, timely Board reports and effectively run Board meetings Continue update governance manual, Board skills matrix and assessment annually
<p>Self Sufficiency & Sustainability Continue to refine the organisation's revenue structure and resources management to ensure sustainability of service delivery</p>	<ul style="list-style-type: none"> Strengthen long-term financial viability by effective management of existing revenue and operations as well as exploring new revenue opportunities Review and refresh the infrastructure and facilities so that they continue to support our programs now and into the future Proactively manage compliance requirements to ensure an effective operating environment 	<ul style="list-style-type: none"> Partner & consumer feedback Number of new programs Increased reach & revenue New revenue streams Monthly financial performance against targets (organisation and Cost Centre) - P&L, cash, capital management Number of strategic projects funded by QEC foundation Allocation of funds against capital projects with projected benefits achieved Regularly reviewed & implement ICT plan Outputs from Research Advisory Group Compliance with OHS audit requirements OHSES key performance indicators better than benchmark 	<ul style="list-style-type: none"> Build a roadmap that outlines the approach QEC will take to identifying and building partnerships (using the Partnering Continuum & Analysis Tools) Continue to build & strengthen partnerships with: <ul style="list-style-type: none"> Local communities Local, State and Federal governments The health community sector Providers of early years services Research institutions Queen Elizabeth Centre Foundation All non government funders corporate, philanthropic and fundraising organisations Actively seek and engage in forums, networks and committees to develop strong relationships with existing and potential partners Build programs to continually identify customer needs Partner with others to design and execute these programs Grow revenue by identifying business and funding opportunities outside our current revenue streams Align profitability targets for each cost centre with overall business plan Develop and implement a robust operational system to effectively manage business contracts Develop and implement a funding plan with the QEC Foundation to assist in the delivery of this plan Develop a Capital Plan that is aligned to the strategic purpose and plan Deliver the ICT strategy for infrastructure with a 5 year project plan and secure a dependable network, available to all staff. Deliver the GLPI Helpdesk project and ticket review Deliver the Occupational Health, Safety, Environmental & Sustainability (OHSSES) Management program including the effective management of OHSSES Committee meetings, risk management and education

June 2014 - Final Version

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