



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 style="text-align: center;">EXCELLENCE IN SERVICE DELIVERY Be recognised for leadership in the provision of evidence-based services that enhance the skills and confidence of parents and 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. 	<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 style="text-align: center;">Evaluation, Research & Learning Be recognised for leading practice reform in early years parenting support for at risk families in the health and community sectors, through its training and research agenda</p>	<ul style="list-style-type: none"> 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"> Consumer satisfaction and engagement Stakeholder feedback and engagement Service Agreement Targets Staff engagement (People Matter Survey) Pipeline of innovative and evidenced based ideas to enhance services (no. of quality improvement initiatives) Compliance with all clinical reviews & accreditation 	<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 style="text-align: center;">People & Culture Build a high performing team that is aligned to our organisational values and with capabilities to deliver on our innovative service delivery models</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"> Feedback from partners on value of relationship Increased reach of programs delivered 	<ul style="list-style-type: none"> Seek funding opportunities and partnerships to deliver place-based solutions Enhance the use of the Community stakeholders to identify opportunities for partnerships
<p style="text-align: center;">Community & Partnership Create strategic partnerships that increase our profile, extend our reach and empower and add value to participating organisations</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 of research projects Quality of research Programs changed due to research with positive outcomes Outputs from Research Advisory group Stakeholder feedback and engagement Number and diversity of people completing programs offered Referrals Conference model development and application 	<ul style="list-style-type: none"> 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 style="text-align: center;">Self Sufficiency & Sustainability Continue to refine the organisation's infrastructure and resources management to ensure sustainability of service delivery</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 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"> 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 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 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"> 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 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 (OHSES) Management program including the effective management of OHSES Committee meetings, risk management and education