

**BURNETT RESPITE SERVICES INC.**

**CARINBUNDI**

**STRATEGIC PLAN**

**2010 - 2012**

**Adopted: 8<sup>th</sup> September 2009**

## [1] Burnett Respite Service Inc.

### Mission Statement:

*'to offer quality, accessible, planned and crisis services to families and caregivers of all eligible people with a disability living in the Bundaberg region.'*

### Vision:

Our vision is for a **"sustainable, inclusive community"**.

### Corporate Beliefs:

To be the organisation which sees our vision become reality, Burnett Respite Services needs to create a new culture for ourselves; one that encourages us to act in harmony with the following core beliefs. It is important that each of us explore our understanding of these beliefs and decide whether we can share them with others both within and outside of the organisation, because these beliefs will direct the organisation's actions and decisions in the future.

- *Our actions must always be embedded in honesty and integrity; we should always foster truth, faith in others, fairness and respect;*
- *We will not tolerate actions that cause harm to people's self-esteem, aspirations, individuality or dignity; and*
- *We will act responsibly as faithful stewards of all resources entrusted to us by others.*

## Introducing Burnett Respite Services Inc. (Carinbundi)

Burnett Respite Service Inc is a not for profit charitable organisation incorporated under the Associations Incorporation Act 1981 and managed according to the Constitution of the Association to meet the expectations of members and the statutory requirements of funding bodies.

The Board of Management provide leadership and strategic guidance, which is implemented by the Service Manager. The Board comprises up to ten members, with all positions being filled during the current financial year. The long-term membership of a number of management members has added to the stability of the organisation's corporate governance.

Membership of the Association is open to any person or organisation supportive of the objectives of the Association.

Burnett Respite Service Inc was founded in 1995 with the aim of providing planned and crisis respite to people 0 to 65 living in the Bundaberg Region. Since our beginning, the organisation has developed the number of service areas; which includes supported accommodation options in a number of facilities; Post School Options to a number of young people leaving school; day services based on a drop-in model; and a range of specialist services including a children specific respite house, Older Parent Carer Program and Emergency Response service..

The majority of funding received by the Association is in the form of recurrent and non-recurrent grants through The Department of Communities, (Disability Services) and the Department of Child Safety. Additional funding is sourced through grant submissions to a variety of trusts and programs and the receipt of community-based donations.

## [2] Our Model

Burnett Respite Services Inc. addresses disability within a **rights-based** or **social model**, which identifies the barriers and restrictions facing people with disabilities as the focus for change.

The **social model of disability** offers that systemic barriers, negative attitudes and exclusion by society (purposely or inadvertently) are the ultimate factors defining who has a disability in a particular society. It acknowledges that, while some people have physical, sensory, intellectual, or psychological variations, which may sometimes cause individual functional limitation or impairments, these do not have to lead to disability, unless society fails to take account of and include people regardless of their individual differences.

The social model of disability focuses on those changes required in society. These might be in terms of:

- Attitudes; displaying a more positive attitude toward certain mental traits or behaviors, or not underestimating the potential quality of life of those with potential impairments
- Social support; by helping deal with the above barriers, resources, aids or positive discrimination to overcome them.
- Information; for example using suitable formats (Braille) or levels (simplicity of language) or coverage (explaining issues others may take for granted)
- Physical structures; for example buildings with sloped access and elevators.

The social model of disability implies that attempts to “change”, “fix” or “cure” individuals, especially when against the wishes of that individual, can be discriminatory and prejudiced. It is often contended that this attitude, often seen as stemming from a medical model and a subjective value system, can harm the self-esteem and social inclusion of those constantly subjected to it.

## [3] Gathering Information

To provide as much opportunity for input as possible, a number of strategies were implemented. These included internet surveys, mail outs and face to face conversations. A focus group was also held to allow staff, management and other key stakeholders input into the process. While staff had ongoing input into the planning process, surveys and questionnaires were primarily aimed at People with a disability, Carers, other Service Providers, Funding bodies and other Government agencies. Table 1 below identifies the levels of input from each area.

<i>Source of information</i>	<i>Percentage of Total</i>
People with a disability	17%
Carers	54%
Service Providers	19%
Government agencies	10%

Table 1 – Data sources

## [4] Planning for the next three years.

Stakeholders were asked to provide feedback on whether the Vision and Mission Statement of this organisation reflected appropriate, valid aims for the coming three years. Stakeholders were also asked whether the logo of the organisation was suitable, given the Mission and Vision.

One hundred percent of feedback rated the Vision, Mission Statement Good or Excellent, with ninety one percent of feedback rating the organisation's logo either Good or Excellent, and two percent rating the logo as Average.

## SWOT Analysis.

Feedback was sought in a number of areas to assist in identifying strategies for our future planning. These were:

- The **Strengths** of the organisation;
- The **Opportunities** the organisation could take advantage of;
- Potential **Risks** the organisation may face in the coming three years; and
- The critical things the organisation has to **Get Right** in the next three years.

Strengths	Comments
Staff	<ul style="list-style-type: none"> <li>❑ Stakeholders were asked to identify three areas they believed were a strength of the organisation. Over 60% of respondents identified staff as at least one of their choices.</li> <li>❑ Staff were seen as caring; skilled assets who were providing a quality service, valued by stakeholders.</li> </ul>
Management	<ul style="list-style-type: none"> <li>❑ The management of the organisation was also identified as a strength.</li> <li>❑ Management was seen as being strong, efficient and the provider of leadership and direction.</li> </ul>
The way we do business	<ul style="list-style-type: none"> <li>❑ The way we work with our stakeholders across a wide range of areas shone through with most people providing feedback. Some of the comments include: <ul style="list-style-type: none"> <li>• Person Centred Approach</li> <li>• Provide flexible options in respite</li> <li>• Focus on the individual</li> <li>• Continually reviewing to keep relevant</li> <li>• Good communication</li> <li>• Good relationships with other Providers</li> <li>• Respond to individuals in crisis</li> <li>• Constantly evolving</li> <li>• Ongoing reviews</li> <li>• Commitment</li> <li>• A range of program options</li> <li>• Transparency</li> <li>• Willingness to accept all emergencies</li> <li>• Respond with minimum notice</li> <li>• Cover a wide range of disability areas</li> </ul> </li> </ul>

Opportunities	Comments
Growth of the sector in the Bundaberg Region	<ul style="list-style-type: none"> <li>❑ The most notable opportunity identified was the growth of the disability sector in Bundaberg. Many stakeholders appear to believe that the sheer numbers of people with a disability moving to, or living in the Region will provide opportunities for growth.</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>❑ Many people identified the need for a range of new facilities in the region. These included; a teenagers' respite facility, more supported accommodation houses, more mental health facilities and a half-way house for people with a disability who have been abandoned or find themselves homeless for other reasons</li> </ul>
Low levels of community support.	<ul style="list-style-type: none"> <li>❑ The level of community support was seen as an area for future development. Many people providing feedback indicated there was room for more involvement from Local Government, the Business sector and other community groups.</li> </ul>
Training	<ul style="list-style-type: none"> <li>❑ Training is one of the critical opportunities this organisation can take advantage of. Many respondents noted that a workforce of highly skilled staff who care for their role and those they support will develop long term support for the organisation.</li> </ul>

Risk/Threat	Actions/Remedies
Staff and Management turnover/availability	<ul style="list-style-type: none"> <li>❑ Develop strategies which ensure sound staff recruitment and selection;</li> <li>❑ Commit resources to ensure ongoing skilling within the organisation;</li> <li>❑ Implement secondary certification process (ISO 9001:2008) to develop a customer focus within the organisation, with specific internal targets.</li> </ul>
Dependency on DSQ Funding	<ul style="list-style-type: none"> <li>❑ Identify opportunities to access alternative funding where possible, with strong focus on alternative Government Departments i.e. Qld Health, Child Safety;</li> <li>❑ Maintain accreditation within the Disability Sector – Quality Assurance System to ensure the organisation meets all funding guidelines into the future; and</li> </ul>
Negative media impacts.	<ul style="list-style-type: none"> <li>❑ Develop a strong marketing plan geared to understanding and responding to media and stakeholders.</li> </ul>
Growing levels of the need for legislative compliance	<ul style="list-style-type: none"> <li>❑ Involve all stakeholders in organisational processes to share the workload.</li> <li>❑ Work with Government and other Service Providers to streamline requirements.</li> </ul>

## What must we get right in the coming years?

To reinforce our planning for the future, we asked stakeholders what we needed to get right over the next three years. The response to this question is to form the basis of what we do.

The following list is an amalgamation of all responses:

Area	Comments
Respite services	A strong focus was on the need to get respite right in the future. The primary needs appear to be providing flexible respite options to families of young people in the teenage years. A second focus should be on providing respite options to carers of loved ones with high medical or behavioural needs.
The Disability Sector	There were a number of needs identified which could fall under this heading. These included the need to raise the profile of the sector within the local community, develop much more community inclusivity, maximise opportunities for people with a disability to become valued members of their community and provide strong advocacy for people with a disability.
Staffing	Staffing was placed high in all areas of our data collection and planning. Staff are seen as a strength of the organisation, a risk to the organisation if we do not get it right; but most of all was seen as something we must get right if we are to move forward over the next three or more years.

### [5] Strategic Goal Areas:

The following Strategic areas have been identified as integral to the success and development of the Association over the coming years:

#### **Relationships.**

How will we develop and enhance our internal and external relationships to the benefit of all stakeholders?

#### **Service Delivery.**

How will we ensure the services we plan and deliver are of the highest quality and meet the needs of our customers?

#### **Corporate Governance.**

How will we improve our processes and systems to ensure we are accountable and transparent in the management of the organisation?

#### **Facilities.**

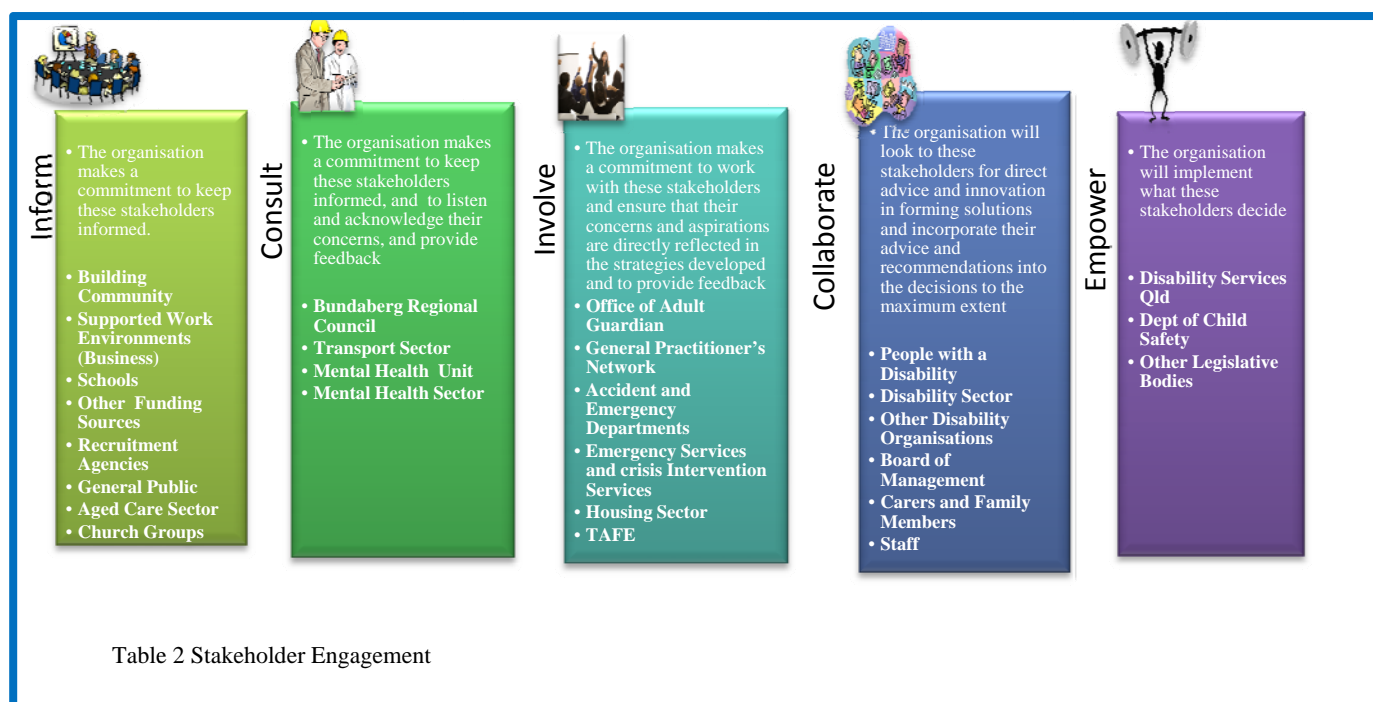
What planning and investments do we need to ensure our facilities are capable of meeting the needs of the organisation and its stakeholders?

## [a] Relationships.

### How will we develop and enhance our internal and external relationships to the benefit of all stakeholders?

At Burnett Respite Services, we acknowledge that our human resources are our most valuable commodity. Without trained, committed staff we are unable to operate, without people with disabilities, their carers and families we are without purpose, and without our community we have no support. The following strategies will be implemented to develop and enhance our relationships with all of our stakeholders

Strategy	Actions
Identify all stakeholders and manage a process for the inclusion of each at the desired level of involvement.	<ul style="list-style-type: none"> <li>❑ Implement a planned engagement program with individual strategies for all groups. Table 2 identifies groups by engagement type;</li> <li>❑ Work closely within the sector to ensure cooperative model of service delivery which is responsive and value for money;</li> <li>❑ Evaluate and enhance current information delivery processes;</li> </ul>
Enhance opportunities for staff to take a more active role in the decision-making processes of the organisation.	<ul style="list-style-type: none"> <li>❑ Implement ISO 9001:2008 as a tool for staff engagement;</li> <li>❑ Maintain staff focus through the use of staff meetings, newsletters and goal-setting sessions;</li> <li>❑ Provide opportunities for staff to redesign and structure their role description; and</li> <li>❑ Provide opportunity for staff to develop and review a permanent rostering system.</li> </ul>
Enhance family involvement in the organisation	<ul style="list-style-type: none"> <li>❑ Implement reference groups for respite facilities;</li> <li>❑ Develop and provide ongoing needs-based training opportunities for parents and carers.</li> </ul>
Develop internal and external partnerships that support the building of a quality high need service.	<ul style="list-style-type: none"> <li>❑ Work with a range of agencies to develop high level behaviour management strategies.</li> <li>❑ Identify staff training and development opportunities in the area of high level behaviour management</li> </ul>



**[b] Service Delivery.**

**How will we ensure the services we plan and deliver are of the highest quality and meet the needs of our customers?**

Having successfully obtained and retained our Certification under the Queensland Disability Service Standards, we will take full advantage of the next three years to develop our organisation to a level that surpasses the expectations of our people through the delivery of customer focussed services and programs.

Strategy	Actions
Build a culture of quality service delivery based on customer needs.	<ul style="list-style-type: none"> <li>❑ Implement International Standard ISO 9001:2008, Quality Management Systems;</li> <li>❑ Create and support parent reference groups for both respite facilities;</li> <li>❑ Provide training to reference groups in relation to communication, collaboration and strategic planning; and</li> <li>❑ Review all staff development and training starting with the Induction Program to embed a customer focus throughout.</li> </ul>
Develop collaborative processes and partnerships aimed at quality services.	<ul style="list-style-type: none"> <li>❑ Work with Centacare and the Community Garden Group to further develop the St Mary's Community Centre as a community resource;</li> <li>❑ Link with community agencies and business to develop opportunities for people with a disability to fulfil valued roles whether they be paid or unpaid;</li> <li>❑ Work closely with the disability sector to increase capacity and cost effectiveness in the delivery of services; and</li> <li>❑ Work closely with funding bodies to develop programs aimed at recognised priority areas.</li> </ul>
Develop capacity to respond appropriately to emergency situations	<ul style="list-style-type: none"> <li>❑ Seek a review of the Emergency Response guidelines to ensure they reflect the community's needs and the intent of the funding guidelines;</li> <li>❑ Work with all stakeholders to develop and maintain an emergency respite capacity; and</li> <li>❑ Work with all stakeholders to develop a critical response to the needs of people with a disability who find themselves in a crisis situation.</li> </ul>
Enhanced Respite Services	<ul style="list-style-type: none"> <li>❑ Work with stakeholders to develop funded or unfunded respite options for young people in their teenage years;</li> <li>❑ Further develop the Older Parent Carer Program to ensure respite options and life planning meet the needs of participants; and</li> <li>❑ Work with the sector to develop more day respite options.</li> </ul>

## [c] Corporate Governance.

### How will we improve our processes and systems to ensure we are accountable and transparent in the management of the organisation?

To improve our corporate governance and make it a source of value, we will seek to integrate our governance, risk management and compliance activities so they are more efficient, consistent and legally sound. We will launch change management initiatives to support the necessary structural and job changes, enabling and measuring change through current and planned information (IT) infrastructure.

Strategy	Actions
Position governance, risk and compliance initiatives as value drivers.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement International Standard ISO 9001:2008, Quality Management Systems;</li> <li><input type="checkbox"/> Develop an integrated Risk Management System;</li> <li><input type="checkbox"/> Use the Risk Management System to better place the organisation to take full advantage of identified risk;</li> <li><input type="checkbox"/> Review and develop a Management structure based on best practice governance models;</li> <li><input type="checkbox"/> Provide ongoing training to all paid and unpaid staff in the area of corporate governance principles; and</li> <li><input type="checkbox"/> Gain accreditation under ISO 9001:2008.</li> </ul>
Establish a corporate culture based on ethical and compliant practices.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Staff and Management training on ethical and transparent practices;</li> <li><input type="checkbox"/> Establish an oversight committee to monitor governance and compliance matters;</li> <li><input type="checkbox"/> Establish Board practices and reporting structure aimed at monitoring and directing sound practices.</li> </ul>
Increase efficiency in the use of our resources.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Further develop and maintain a continuous improvement process.</li> <li><input type="checkbox"/> Review annually, all business, administration and work practices to identify potential savings.</li> </ul>

## [d] Facilities.

### What planning and investments do we need to ensure our facilities are capable of meeting the needs of the organisation and its stakeholders?

Strategy	Actions
Develop a facilities plan to support the organisation into the future.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enhance relationships with external agencies to deliver appropriate housing in a timely, cost effective manner;</li> <li><input type="checkbox"/> Carryout annual risk assessment on all facilities regardless of ownership;</li> <li><input type="checkbox"/> Work closely with Centacare to develop an action plan for the St Mary's Community Centre;</li> <li><input type="checkbox"/> Identify key stakeholders for support; and</li> <li><input type="checkbox"/> Locate a facilities plan within a Quality system.</li> </ul>
	<input type="checkbox"/>