



# DAME PATTIE MENZIES CENTRE

STRATEGIC PLAN 2017 – 2022

ACTION PLAN 2017 – 2018





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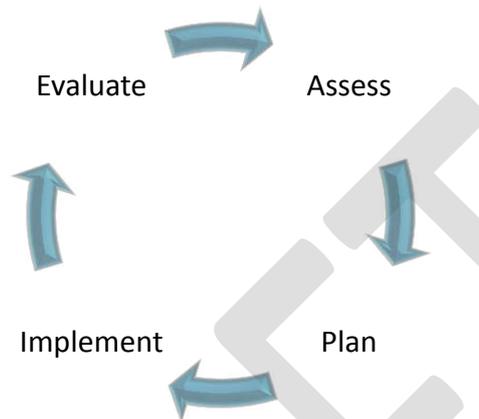


## OVERVIEW

### The Aim of these Plans

Dame Pattie Menzies Centre (DPMC) is committed to taking a strategic approach to the Governance, Management and Operational aspects of the organisation.

The following simple but effective planning cycle underpins DPMC's approach to planning.



This Strategic Plan aims to assist the DPMC Committee of Management to position the organisation to be sustainable and to grow over the next five years, by:

- Clearly articulating the organisation's Values, Vision, Mission and Statement of Purpose
- Considering critical internal factors, as well as factors in the environment in which DPMC currently operates
- Prioritising the Key Result Areas that will enable DPMC to most effectively and efficiently deliver on its Mission and progress towards the Vision identified

The accompanying Action Plan outlines the specific goals, and the associated strategies, responsibilities and timeframes which will enable DPMC to begin to work towards achieving in its Key Result Areas in the coming year.

### Our Organisation

DPMC is a non-profit organisation providing support to people with disability in the Alexandra district in north east Victoria. Services are provided in people's homes, in the community, and at our facility in Alexandra.

DPMC is an incorporated association, governed by an honorary Committee of Management.

DPMC was established as a direct result of an enormous community lobbying and fundraising campaign in the late 1970s. Dame Pattie Menzies became the organisation's patron in 1978.

In 1979, a 60 acre property (known as The Mount) on the outskirts of Alexandra was purchased by the local community, with funds raised locally and matched by the federal government. The Poll Shorthorn Society donated cattle to establish a working stud on the property, at the same time. At the fundraising event held to raise the \$20,000 deposit for The Mount, Dame Pattie Menzies autographed nearly 200 car stickers and these were sold. Pledges from that night's event totaled \$20,625, plus one bullock!



On 14 March 1981, DPMC was officially opened in the presence of Dame Pattie Menzies herself, and Senator Margaret Guilfoyle who was the then Commonwealth Minister for Finance, as well as numerous local community members and officials.

DPMC continues to receive generous support from the local and surrounding communities to this day.

## **Our Values**

The DPMC Values have been defined as:

- *Empowerment – supporting and enabling people to be strong and confident in decision-making, choice, and realising their rights*
- *Respect – acting with regard towards others and the environment*
- *Integrity – being trustworthy, transparent and accountable*
- *Equity – being inclusive and embracing of diversity*

## **Our Vision**

DPMC's Vision is:

*People are supported to achieve their goals and aspirations as valued and respected members of the community.*

## **Our Mission**

The organisation's Mission is:

*To be a sustainable organisation which provides responsive and flexible support.*

## **Our Statement of Purpose**

DPMC's Statement of Purpose is:

*To enhance the lives of people who need support.*



## OUR STRATEGIC DIRECTION

### Situational Analysis

At the 30 January 2017 DPMC Strategic Meeting, attendees worked through a SWOT Analysis, identifying what they saw as the organisation's Strengths, Weaknesses, Opportunities and Threats.

Four Key Questions were also considered and discussed at this meeting:

- Question 1.** The National Disability Insurance Scheme (NDIS) will enable people with disability to have greater choice and control over the types of support they receive, as well as the agencies that provide those supports. Given this, what do you think DPMC needs to do, to ensure it is a provider of choice for people with disability, in the era of the NDIS?
- Question 2.** Given DPMC is a relatively small service, how do you think it can remain financially viable into the future?
- Question 3.** An effective governance structure will be critical to the future of DPMC. How do you think this would be best achieved? By remaining independent? By merging with another organisation? Explain why.
- Question 4.** If you think remaining independent is the best option for DPMC, what organisations exist which DPMC could instead develop collaborative partnerships with? What might these partnerships involve? If you think a merger is the best option for DPMC, what organisation/s do you think would be most suitable to merge with, and why?

The extensive information generated by participants in response to the SWOT Analysis and the Key Questions can be found in Appendices One and Two.

This information was distilled down to highlight the initial themes that were emerging and a summary of these can be found in Appendix Three.

In preparation for a second Strategic Meeting, a list of potential Priorities, Key Result Areas (KRAs) and high level Priority Goals was drafted in consultation with the DPMC Strategic Sub Committee. This list can be found in Appendix Four.

At the second Strategic Meeting held on 6 February 2017, attendees performed a Stakeholder Analysis. This process determined who are the organisation's key stakeholders, and assessed the level of interest in, and influence over, the organisation, for each of the stakeholders identified. The information generated in the Stakeholder Analyses can be found in Appendix Five.

### Our Current Priorities

The Situational Analysis enabled the most pressing matters for the organisation to be identified, from amongst the many areas the organisation could potentially work on, and it was agreed that, over the next 12 months, the priorities upon which to focus, would be:

- Sustainability
- The DPMC site
- Organisational Governance



## Our Key Result Areas

From these three priorities, the KRAs can be more specifically defined as:

- Becoming a 'Provider of Choice'
- Fundraising to ensure a viable organisation
- Having a clear vision for the DPMC site
- Strengthening the governance of the organisation

## Our Priority Goals

The Priority Goals stemming from the KRAs were determined as follows:

### Provider of Choice

- Be the Provider of Choice for people seeking support within the Shire of Murrindindi

### Fundraising

- Develop a fundraising strategy for the organisation

### Vision for the property

- Produce a Master Plan for the usage of the overall DPMC property

### Strengthening governance

- Establish a skills-based Board of Management to govern the organisation



## MOVING FORWARD

### Implementation and Monitoring

The DPMC Strategic Sub Committee will be responsible for driving this Strategic Plan through the associated annual Action Plans.

To support the implementation of the annual Action Plan, progress against the Plan will be discussed at every monthly meeting of the Committee (or its successor Board) of Management, to ensure the necessary tasks are being completed as planned.

If any issues arise that impact on the implementation of the Action Plan, this regular monitoring of progress will enable the Committee (or its successor Board) of Management to identify these issues early, and move quickly to take any action necessary to address the issues.

### Evaluation

In June 2018, DPMC will evaluate the overall achievement against the 2017 – 2018 Action Plan.

This evaluation will trigger a re-assessment of DPMC's then current priorities from those items listed in Appendix Four, and lead into the beginning of the next cycle of action planning to further deliver upon these areas.

### Beyond 'Action Plan 2017 – 2018'

Following the planning cycle model outlined previously, DPMC will develop new annual Action Plans in July of Year 2 (2018 – 2019), Year 3 (2019 – 2020), Year 4 (2020 – 2021), and Year 5 (2021 – 2022), to support DPMC to further deliver on the priorities of this five-year Strategic Plan, thus continuing DPMC's progress towards achieving its overall Vision.



## DAME PATTIE MENZIES CENTRE ACTION PLAN 2017 – 2018

**Key Result Area One:** Becoming a ‘Provider of Choice’

**Priority Goal:**

- To be the ‘Provider of Choice’ for people seeking support within the Shire of Murrindindi

Goal	Strategies	Responsible person	Due date	Resourcing
DPMC will be the ‘Provider of Choice’ for people seeking support within the Shire of Murrindindi by 31 December 2018  (Implementation of this Goal meets Recommendations 1a, 2, 5, & 6 from the DHHS review of DPMC conducted in 2016)	Scope a research/data collection project (including costs) which will look into the needs of potential clients	Committee of Management (CoM)/Governance Sub Committee	31 March 2017	
	Develop a Communication Strategy to guide communication with stakeholders	Megan Buntine	31 March 2017	
	Attend an NDIS information session	CEO	24 March 2017 (during Dangerous Deeds)	
	Hold Focus Groups (in multiple communities) to explore what would make DPMC ‘Provider of Choice’	CEO	March 2017	
	Develop relationships with feeder organisations	Senior staff	31 March 2017	
	Explore with existing clients: what supports they would like that they don’t currently receive, and what would make DPMC their ‘Provider of Choice’	Senior Staff	30 June 2017	



Goal	Strategies	Responsible person	Due date	Resourcing
	Complete the research/data collection project and associated report	CEO	31 July 2017	
	Explore/research DPMC's competition in the marketplace	CEO	31 July 2017 (Part of Project)	
	Rebrand DPMC – organisation name and logo	CoM, graphic designer (or student portfolio)	12 months from completion of project report	
	Improve marketing and promotion – develop brochures, renew website, establish an active social media presence, implement an annual process to promote to school-leavers	Senior staff	2 months from completion of rebranding	





### Key Result Area Three: Having a clear vision for the DPMC site

#### Priority Goal:

- To produce a Master Plan for the usage of the overall DPMC property

Goal	Strategies	Responsible person	Due date	Resourcing
DPMC will have a Master Plan in place for the DPMC property located at 2456 Goulburn Valley Highway, Alexandra, by 31 December 2017  (Implementation of this Goal meets Recommendations 1b, 3, & 7 from the DHHS review of DPMC conducted in 2016)	Explore potential professionals to develop the Master Plan	Margaret Abbey	31 March 2017	Pro bono?
	Develop a creek restoration project plan	Karen Doherty	31 March 2017	Landcare, Goulburn Murray Catchment Management Authority, related grants
	Engage a suitable professional to develop the Master Plan	CoM	31 May 2017	
	Prepare the draft Master Plan in consultation with CoM, Council, and other key stakeholders	Consultant	31 August 2017	
	Complete final Master Plan	Consultant	31 October 2017	



**Key Result Area Four: Strengthening the governance of the organisation**

**Priority Goal:**

- To establish a skills-based Board of Management to govern the organisation

Goal	Strategies	Responsible person	Due date	Resourcing
DPMC will have an effective skills-based Board of Management (BoM) in place from the date of the 2017 Annual General Meeting  (Implementation of this Goal meets Recommendation 4 from the DHHS review of DPMC conducted in 2016)	Develop a Skills Matrix to include all skills needed on the BoM	CoM	At Feb 2017 CoM meeting	
	Undertake a skills audit of all the existing CoM members	CoM	At Feb 2017 CoM meeting	
	Determine Sub Committees needed to support the BoM (Sub Committees may include non-BoM members)	CoM	At Feb 2017 CoM meeting	
	Undertake an audit of community members to identify potential skills-based BoM and Sub Committee members	CoM	At March 2017 CoM meeting	
	Use information stand at Perkins Street Alexandra Market to generate community interest in joining the DPMC BoM	Karen Doherty	25 March 2017 (and subsequent Market Days)	