

Olivia's Place Incorporated

Strategic Plan

2016-19



Mission

Our mission is to support and encourage families during pregnancy and early parenting through community engagement and the provision of resources, education and professional services.

This will be achieved through a variety of means including:

- sourcing and providing infant and maternal material support;
- mentoring and education programs;
- encouraging environmentally sustainable practices; and
- referral to and from other organisations with similar purposes.

In addition to our primary objectives, the following activities contribute towards our ability to achieve our mission:

- Working with local government agencies and business groups to implement practical solutions for family friendly communities;
- Sourcing and re-homing equipment; and
- Supporting families through providing programs that result in community cohesion.

Operating Principles:

We will:

- work to enhance access to existing services;
- provide services where identified gaps indicate a lack of available support;
- not discriminate against any person's individual situation and experiences;
- ensure that all goods provided are of good quality and working condition, adhering to the appropriate Australian safety standards;
- work with partners and supporters who share our values and goals; and
- provide equitable access to unbiased, up-to-date education to parents and caregivers in line with market standards.

Guiding Values:

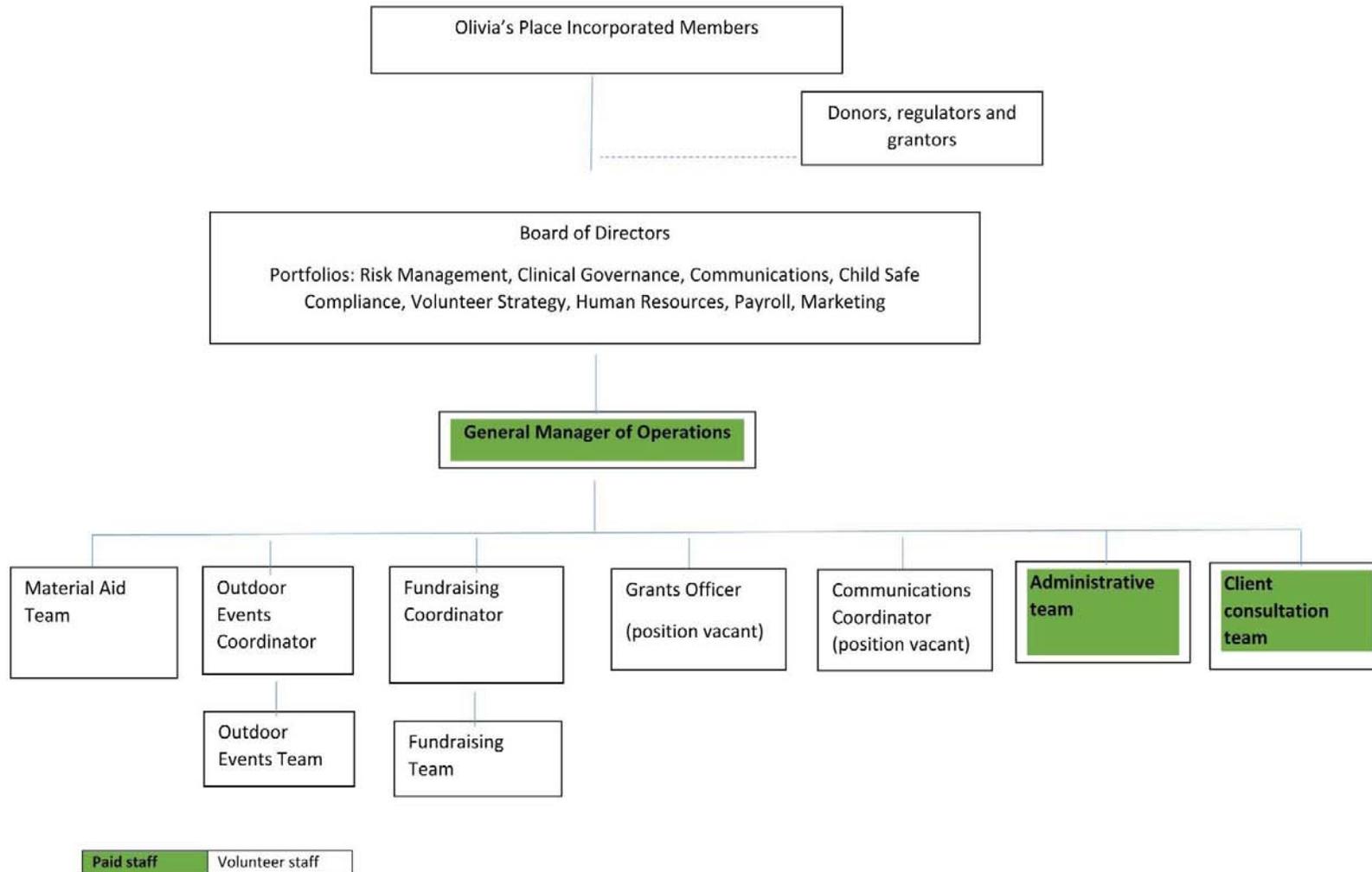
- We value and uphold motherhood, fatherhood and the roles of extended family and community in keeping with the concept of 'it takes a village to raise a family'.
- Women and men have the right to be supported, nurtured, encouraged and fully informed to make their own best decisions during all stages of pregnancy and parenting.
- That new parents of any age, race, culture or belief should have knowledge of and equitable access to all services that meet their social, emotional, practical and material needs.
- Community support is essential to reduce social isolation that new parents can experience after the birth of a baby.
- Families with young children should feel welcome in all areas of our community.
- Service users have the right to expect professional, quality standards of service from our entire team.
- All team members are valued and supported to achieve their best potential.
- All team members have access to professional support and training, and are accountable and responsible for their practice.

Business Structure

Olivia's Place Incorporated is a not for profit incorporated association, with tax deductibility and charitable status as a Public Benevolent Institution. Governance of Olivia's Place is by a Board of Directors in accordance with the Rules of Association and relevant legislation. The inaugural Board of Directors is comprised of parents and grandparents who work as professionals from relevant backgrounds, including education, health, government and commerce.

Olivia's Place employs a General Manager of Operations, who is responsible for operational deliverables. The Board of Directors maintains portfolio responsibilities towards responsible management of the organization. The General Manager of Operations reports to the Board of Directors. All other paid staff and volunteers report directly to the General Manager of Operations.

Organisational Structure



Strategic Discussion - Key Themes

The Board of Directors commenced strategic planning through a facilitated workshop in July 2017. The discussion was underpinned by appreciate inquiry and took a retrospective and prospective approach.

The key themes derived from the discussion provided the baseline focus for development of high level strategic intent.



Strategic Analysis

At the inaugural AGM in October 2017, the Board of Directors, operational team, members and external agencies contributed towards identification and critical analysis of strengths, weaknesses, opportunities and threats as they apply to Olivia’s Place. The main themes captured below outline the parameters for detailed strategy development:

Internal to Olivia’s Place	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Passionate and skilled team members • Support given to anyone no matter that background • Connection to the Community • Funding diversity • Strong connection with local Members of Parliament • Internal data collection • Strong foundations 	<ul style="list-style-type: none"> • Nature of funding limits ability to plan and deliver sustainable services (e.g. limited opening hours, recruitment and retention of team members etc.) • Limited promotion of service impact • Clarity of governance Vs operational roles and responsibilities (impact on team cohesion and ability to maximize existing networks, skills and experience of diverse professional group) • As a relatively new organisation our ability to respond to business disruption (e.g. loss of key staff, premises, funding) is limited
External to Olivia’s Place	Opportunities	Threats
	<ul style="list-style-type: none"> • Commonwealth and State policy and sector reform – National Disability Insurance Scheme, Royal Commission into Family Violence, Parliamentary Inquiry into Perinatal Services, Primary Health Networks, Take 2 on climate change action • Service offerings reviewed in consideration of community need/gap analysis • Strategic engagement with referral agencies, complementary services and local business • Community motivation (individuals, service clubs and business groups) to participate in volunteerism 	<ul style="list-style-type: none"> • Perceptions of ideology • Perceptions of professional qualifications/scope of practice as it applies to service quality and safety • Demand from external agencies increasing at a rate beyond organizational capacity (impacts on service responsiveness and extent of family engagement)

Achieving the Strategic Plan:

Local, sound governance and management		
To achieve this, we will	We will know we are on track if	It will be led by
1. Establish a local charitable entity and separate from founding organisation	<ul style="list-style-type: none"> - CAV application approved by July 2016 - Local governing committee in place by September 2016 - ACNC application approved by June 2017 - DGR and associated tax concessions in place by June 2017 - Systems in place to employ staff by April 2017 - Systems in place to account for funds by April 2017 - Systems in place to hold charitable and non-charitable funds by Dec 2016 - Financial transfers complete by April 2017 - Grant accountability and acquittals finalized by June 2017 - Business transition/separation complete as agreed by accountable authority of both parties by April 2017 	Board of Directors
2. Develop our strategy, policies and associated plans in order to deliver accessible, fit for purpose services that are responsive to the needs of the local community	<ul style="list-style-type: none"> - We have commenced a strategic planning discussion by August 2017 - We have a strategic plan in place by July 2018 - We have reviewed and updated existing operational policies by October 2018 - We have established learning and development needs and a quality improvement approach to achieving good governance principles by August 2018 - We have developed corporate and clinical governance and risk policies, and supporting documentation by July 2018 	President and General Manager of Operations
3. Meet the requirements for legislative, corporate and quality regulators	<ul style="list-style-type: none"> - Reports to CAV, ACNC, ATO, Work Safe and other regulators are accurate and on time - Grant acquittals are accurate and on time - Annual auditing cycle of financial accounts have commenced by Oct 2017 - A child safety review has been completed by Oct 2017 - An action plan is in place to work toward compliance as a child safe organisation by July 2018 - A formalised approach to continuous quality improvement is in place by Dec '18 	Board of Directors and General Manager of Operations

<p>4. Invest in our team members to develop appropriate skillsets and promote a culture of learning and capability development</p>	<ul style="list-style-type: none"> - Our organizational documentation and practice reflects the following commitments: <ol style="list-style-type: none"> 1. We provide supervision and training for staff; 2. We are providing formalised professional debriefing for staff undertaking client; 3. We provide opportunities for staff and volunteers to express concerns regarding their scope of capabilities with regards to service provision - We have prioritized funding opportunities to financially support staff and volunteers to participate in relevant professional development and training - We have acknowledged the contribution of our volunteers publicly through annual reports, certificates or other personal presentations, and/or nominations to award opportunities for volunteer commitment and activities 	<p>Board of Directors and General Manager of Operations</p>
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Strengthen financial sustainability		
To achieve this, we will	We will know we are on track if	It will be led by
<p>1. Maintain existing funding diversification ratio</p>	<ul style="list-style-type: none"> - We have maintained an approximate funding ratio of 33% individual/corporate donors, 33% philanthropic and other grant funds and 33% fundraising - We have established a fundraising and grants strategy completed July 2018 - We have developed a marketing strategy by August 2018 	<p>General Manager of Operations and Fundraising Coordinator</p>
<p>2. Continue relationship development/advocacy with local, state and federal funding bodies</p>	<ul style="list-style-type: none"> - We have maintained engagement with local Councilors, State and Federal MP's and followed up on relevant funding opportunities - We have advocated and contributed towards the growing body of knowledge and emergent evidence base regarding community based perinatal services, where the opportunity arises - We have developed a relationship with Gippsland Primary Health Network 	<p>President/Board of Directors and General Manager of Operations</p>

<p>3. Implement fee-for-service model and achieving corporate partnership for secondary 'community cohesion' activities</p>	<ul style="list-style-type: none"> - We have a corporate partnership strategy implemented by August 2018 - We have established a fee for service schedule for mobile tent facilities by July 2017 	<p>General Manager of Operations and Market Coordinator</p>
<p>4. Become a local volunteer organisation of choice</p>	<p>Our organizational documentation and practice reflects the following commitments:</p> <ol style="list-style-type: none"> 1. We provide an environment where team members can work within their interests and skills in a way that complements and benefits the organisation as well as their personal and professional lives 2. We advance our staff skills through professional development opportunities 3. We actively market and monitor community interest and applications for volunteer positions within the Olivia's Place team 	<p>General Manager of Operations</p>
<p>5. Minimise material aid expenses</p>	<ul style="list-style-type: none"> - We have environmentally sustainable practices within the administrative areas of Olivia's Place that actively contribute to waste reduction and improved recycling practices - We have worked to procedures which have a focus on reusing any and all items donated, within safe standard practices - We have made advances to repurpose or recycle any items donated which are unable to be rehomed or don't comply with safe standard practices - We have an ingrained attitude of 'landfill as a last resort' within the organizational team and practices related to unusable items - We have prioritised rehoming preloved over purchasing new (excepting baby bundles) 	<p>General Manager of Operations</p>

Effective, Accessible and Sustainable Services (Benevolent Services)		
To achieve this, we will	We will know we are on track if	It will be led by
1. Seek fit-for-purpose rental premises	<ul style="list-style-type: none"> - We have relocated premises and 'open for business' by Feb 2017 	Board of Directors
2. Establish systems to enable service provision availability during periods of planned and unplanned disruption	<ul style="list-style-type: none"> - We have minimized any service disruption during transition period - We have minimized any service disruption during periods of high fundraising activity - We have identified and maintained minimum staffing levels across all activities 	General Manager of Operations
3. Refine referral and intake processes in line with clearly defined access pathways	<ul style="list-style-type: none"> - We have demonstrated established referral pathways between health and community service agencies where there is opportunity for improved client outcomes through collaborative practice. 	General Manager of Operations
4. Manage responsible service growth	<ul style="list-style-type: none"> - We have phased expansion of services in line with organisational capacity and defined catchments - We have incremental changes balanced with consolidation of existing services - We have tracked and surveyed donors 	General Manager of Operations
5. Empower new parents with the skills and confidence to care for their infants and themselves	<ul style="list-style-type: none"> - We have re-established a revitalized baby steps parent education program by July 2019 as evidenced by: <ol style="list-style-type: none"> 1. Secured funding to review and redesign the program, bringing it up to date with current evidence-based practices 2. Implementation of a fee-for-service model for community participation 3. Implementation of a corporate partnership model for benevolent families 	General Manager of Operations

Community Cohesion – It takes a village (whole of community approach)		
To achieve this, we will	We will know we are on track if	It will be led by
1. Recruit and retain a vibrant and diversified volunteer team	Activities are run independently with volunteer input including (but not limited to): <ul style="list-style-type: none"> ○ Mobile parent tent; ○ Material aid services; ○ Fundraising events and activities 	General Manager of Operations
2. Maintain a culture of welcome for existing families and those new to the local community	<ul style="list-style-type: none"> - We have successfully delivered a new Olive Guide within Baw Baw and Latrobe Shire Councils - We have provided a staffed parent tent facility at a minimum of 10 (per annum) local community events where receipt of fees and/or corporate sponsorship support delivery of this service - We have supported local businesses and events to become family friendly services within the community as evidenced through the family friendly shops initiative - 	General Manager of Operations
3. Honour motherhood, fatherhood and caregiving through collective gift-giving	<ul style="list-style-type: none"> - We have provided baby bundles to Maternity Hospitals and/or services within a minimum of 3 municipalities of Gippsland - We have continued marketing towards the: <ol style="list-style-type: none"> 1. donation of suitable pre-loved nursery items, car restraints and prams for material aid program; and 2. Donation of new baby bundle goods 	General Manager of Operations

Engagement Section

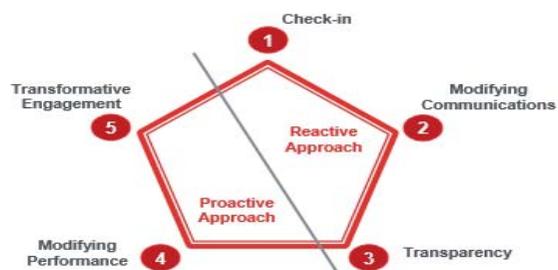
We seek to be engaged as locals in the community in which we are based, and respond to the needs of families within the surrounding municipalities of Gippsland and the outer South-East growth corridor.

We are interested in contributing towards protective factors for our local community - embedding the concept ‘it takes a village to raise a child’ through mission-oriented community cohesion; and alleviating key risk factors for individuals and families experiencing a period of vulnerability, such as: social isolation, inability to meet social/emotional/practical/material needs during pregnancy and early parenting (including pregnancy loss), and reduction of preventable intimate partner and family violence.

We strive to strengthen our network of referral partners who share the values of our Organisation and collaborate with key maternal health, early childhood and social support agencies to improve community outcomes, with a specific focus on the perinatal period.

Who	Level of ambition
Existing sponsors/donors	Check in
Potential sponsors/donors	Modifying performance
Existing volunteers	Modifying communications
Potential volunteers	Modifying performance
Potential funders	Modifying performance
Existing funders	Check in
Existing referral partners	Modifying performance
Desired referral partners:	Transformative engagement

Levels of Ambition



Check-In	Maintain current communications practices.	Engagement will help companies check in and refine level of disclosure on topics where there are already communication practices in place.
Modifying Communications	Adapt communications to meet stakeholder expectations.	For instance, identify new topic areas that require reporting.
Transparency	Provide assurance to satisfy stakeholder concerns.	For instance, identify ways to ensure levels of confidence and trust around information shared with stakeholders.
Modifying Performance	Change some business processes and practices in response to stakeholder feedback.	For instance, obtain new ideas to meet specific needs.
Transformative Engagement	Fundamentally change business strategies and models.	For instance, gather intelligence to operate major transformational changes in a business model.

Service Catchment - 2016

	Baw Baw Shire	Latrobe City	Wellington	East Gippsland	South Gippsland	Bass Coast	Cardinia	Casey
Baby bundles	✓	✓						
Consulting/Material Aid Program	✓	✓		✓			✓	✓
Parent Tent	✓							
Baby Steps Parenting Program								
Olive Guide	✓							

Service Catchment – 2019

	Baw Baw Shire	Latrobe City	Wellington	East Gippsland	South Gippsland	Bass Coast	Cardinia	Casey
Baby bundles	✓	✓				✓		
Consulting/Material Aid Program	✓	✓	✓	✓	✓	✓	✓	✓
Parent Tent	✓	✓						
Baby Steps Parenting Program	✓							
Olive Guide	✓	✓						

Relevant Legislation

Associations Incorporation Reform Act 2012 (Vic)

Australian Charities and Not-for-profits Commission Act 2012 (Cth)

Fundraising Act 1998 (Vic)

Gambling Regulation Act 2003 (Vic)

Occupational Health and Safety Act 2004 (Cth)

Workplace Injury Rehabilitation and Compensation Act 2013 (Cth)

Fair Work Act 2009 (Cth)

Children, Youth and Families Act 2005 (as amended 2014) Vic

Crimes Act 1958 (Vic)

The Charter of Human Rights and Responsibilities Act 2006 (Cth)

Working with Children Act 2005 (Vic)

Child Wellbeing and Safety Act 2005 (Vic)

Privacy Act 1988 (Cth)

Superannuation Guarantee Administration Act 1992 (Cth)

Wrongs Act 1958 (Vic)

Equal Opportunity Act 2010 (Vic)

Sexual Discrimination Act 1984 (Cth)

Racial and Religious Tolerance Act 2001 (Vic)

Age Discrimination Act 2004 (Cth)

Australian Human Rights Commission Act 1986 (Cth)

Racial Discrimination Act 1984 (Cth)

Disability Discrimination Act 1984 (Cth)