

Strategic Plan

2020-2023



Strategic Plan

SUMMARY

PURPOSE

Building better communities by supporting released prisoners and those in disadvantage in the Great Southern

VALUES



RESPECT

We embrace diversity, provide a safe and nurturing environment for all.



INTEGRITY

Our words match our actions and we always act according to our Code of Conduct.



INNOVATION

We always look for a better way by encouraging new ideas.



EXCELLENCE

We continually strive for improvement and act professionally at all times.

STRATEGY

OUR CLIENTS - Services meet the needs of clients

- Deliver an integrated and collaborative service to anyone in the Great Southern experiencing disadvantage.
- Be a respected and excellent provider of prisoner reintegration services.
- Ensure those with lived experience are meaningfully involved in our business.
- Develop and continuously improve Cultural Competency, which informs and guides our service delivery.
- Expand our service delivery area to include the whole of the Great Southern through a suite of outreach programs.

OUR PEOPLE - We value and develop our people

- We provide a fair and equitable workplace.
- Develop resources and implement programs to foster personal and professional growth for all staff.
- Provide a welcoming, flexible and inclusive workplace which attracts a variety of skills and values aligned to those of our organisation.
- Maintain a robust, skilled, representative, performing and engaged Board of Management.

OUR BUSINESS - Policies, procedures and practices enable the business to achieve its Purpose

- Develop a sustainable business model which provides the method and system for achieving our Purpose.
- Measure our performance through the collection and evaluation of relevant data relating to our service delivery. Use the information to improve our performance.
- Develop and maintain policies which align the organisations operational activities with our Purpose.
- Develop meaningful and productive relationships with other agencies and service providers.

OUR FUTURE - We are sustainable

- Advocate on behalf of our clients to ensure their voices are heard and their needs are met into the future.
- Support and implement evidence-based programs and policies.
- Identify and achieve new funding opportunities in line with the Purpose of the organisation.
- Actively participate in forums and groups that advance the Purpose of the organisation.

Operational Goals



Our Clients

Services meet the needs of clients

Deliver an integrated and collaborative service to anyone in the Great Southern experiencing disadvantage.

- Develop, implement and continuously improve an integrated and collaborative model of service provision (The Pivot Way)
- Implement training in the use of the model
- Promote the model in the region

Be a respected and excellent provider of prisoner reintegration services.

- Develop and maintain a transitional framework which meets the needs of released prisoners
- Investigate models of housing to increase the available stock of housing for prisoners in the region.

Ensure those with lived experience are meaningfully involved in the business

- Develop a Peer Support Group of released prisoners
- Provide at least one position on the Board for a person with lived experience

Develop and continuously improve Cultural Competency, which informs our service delivery

- Develop Terms of Reference for an Aboriginal Reference Group to inform the organisation on policy and procedure
- All new staff are to achieve a certificate of completion of the Core Cultural Learning Course provided by the Australian Institute of Aboriginal and Torres Strait Islander Studies

Expand our service delivery area to include the whole of the Great Southern through a suite of outreach programs

- Establish an outreach presence, as a minimum, in Katanning, Mt Barker and Denmark
- Work with other agencies that have a presence in the remote areas of the region



Our People

We value and develop our people

Create a fair and equitable workplace

- Everyone has an equal opportunity to be heard and recognised.
- Decisions in relation to workplace structure and policy are consultative and transparent
- Maintain a clear and simple grievance/feedback process to encourage employee participation

Develop resources and implement programs to foster personal and professional growth for staff

- Resource the “Inspire” program to assist staff with personal development
- Develop an annual training plan for staff
- Undertake a feasibility study for the establishment of a purpose-built facility to house Pivots future operations and report to the board with recommendations

Provide a welcoming, flexible and inclusive workplace which attracts a workforce with diverse skills and values aligned to those of our organisation

- Develop and implement a workplace policy which allows staff to structure their work to provide a positive work/life balance
- Develop and implement a policy which ensures the workplace is culturally attuned to the needs of staff from different backgrounds

Maintain a robust, skilled, representative, performing and engaged Board of Management

- Develop and implement a skills matrix to ascertain the required skills on the Board
- Recruit selectively for values and skills
- Develop and implement training opportunities for Board members.



Our Business

Policies, procedures and practices enable the business to achieve its Purpose

Develop a sustainable business model which provides the method for achieving our Purpose

- Implement an integrated and collaborative service delivery model which addresses clients' needs
- Develop reliable and sustainable ongoing funding streams across a range of programs in line with our Purpose
- Have a strong, compliant governance framework relevant to our operations and objectives
- Ensure our office facilities are fit for purpose and our staff are fully resourced

Measure our performance through the collection and evaluation of relevant data relating to our service delivery. Use the information to improve performance

- Develop minimum datasets for recording Community Hub Activities
- In conjunction with the Department of Justice develop meaningful indicators of effectiveness for our prison programs
- Report to the Board of Management quarterly on workload indicators
- Every two years as a minimum undertake focus groups of clients to ascertain their views in relation to improving our service
- Develop support and refine the Mimaso database to ensure it collects and reports on relevant data

Develop and maintain policies which align the organisation's operational activities with our Purpose

- Review the organisational policy manual at least annually
- Maintain a continuous improvement program.
- Develop an annual calendar of events for activities

Develop meaningful and productive relationships with other agencies and service providers

- Develop, implement and monitor agreed referral pathways with other agencies
- Ensure that we have meaningful and productive working relationships with agencies in all major population centres in the Great Southern



Our Future

We are sustainable

Advocate on behalf of our clients to ensure their voices are heard and their needs are met into the future, considering changing needs

- Develop and maintain a positive working relationship with our contract managers
- Engage with our clients through surveys and focus groups

Support and implement evidence-based programs and policies

- Develop and maintain a position statement outlining best practice examples of service provision with outcomes based on evidence
- Research and evaluate effective programs from other states, countries.

Identify and achieve new funding opportunities in line with the Purpose of the organisation

- Gain accreditation and commence operations under the National Disability Insurance Scheme
- Gain accreditation and start bulk billing under the Medicare Benefits Scheme
- Maintain subscriptions with relevant tender search organisations

Actively participate in forums and groups that advance the Purpose of the organisation

- After Prison Network
- WA Alliance of Reintegration providers
- Great Southern Homelessness Forum
- Great Southern Relief Agencies
- Great Southern Suicide Prevention Advisory Group
- Mental Health Managers
- Albany Family and Domestic Violence Action Group





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