



MACE Strategic Plan 2016 - 2017

Statement of Purpose:

Enriching connection through community diversity, participation and learning

Values:

- We will enable frameworks that exemplify quality across all MACE business and community activities
- We will ensure that MACE is accountable by being open, transparent and ethical in all our practices and behaviours
- We will ensure the integrity of MACE by being honest, inclusive and respectful in our interaction and communication with everyone

As a community-owned and values-driven education provider, we need to remain responsive and agile in all that we do. To drive our future direction, we have developed four key strategic pillars.

Strategic Pillars:

The way we work internally	Building and Planning	Governance	Understanding and responding to community
<ol style="list-style-type: none"> 1. Comprehensive financial forecasts that enable viability and a realistic approach 2. Strongly built internal systems and organisational structures that are aligned to ensure measurable quality outputs, acceptable workload and compliance 3. Skilled and resourced staff who feel valued and understood, and who work within a consistent and uncompromising values-based frameworks 	<ol style="list-style-type: none"> 1. MACE is known to regulators, funding bodies and community stakeholders as an organisation with integrity, that operates within ethical frameworks and honors its word 2. MACE is known to regulators and funding bodies as an organisation that successfully fulfills all contractual agreements and requirements 3. Residual matters pertaining to Third Party Providers are conducted in a professional and timely way without undue pressure on staff and with minimal impact on current and future activities 	<ol style="list-style-type: none"> 1. Clear, articulate, accurate and timely reporting protocols that reflect agreed outputs mapped against the business and strategic plans 2. MACE Board will have strong leadership and governance capabilities 3. The Values and Statement of Purpose developed by MACE underpin future decision making, workplace relationships and stakeholder engagement 4. Future planning is considered and thoughtful, and based on organisational capability and a sound understanding of our limitations 	<ol style="list-style-type: none"> 1. The leadership role of MACE in Mansfield is rebuilt by strong connections to the community, including Council and businesses 2. Strategic partnerships will be built on a strong values based frameworks 3. MACE will grow in a responsive and agile way and within our limitations.



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KPI: Resourcing	KPI: Sustainability	KPI: Systems and Processes	KPI: Community Connectedness
<ol style="list-style-type: none"> 1. Progress against comprehensive Business and Quality Improvement Plans provided by EO and reviewed quarterly by Board beginning February 2016 2. Annual Staff Satisfaction Survey results demonstrate that communication channels between staff and Board are open and transparent 3. HR policy and procedures updated by June 2016 to reflect restructure and new strategic direction 	<ol style="list-style-type: none"> 1. Robust business development scoping and assessment tool to determine viability of all new business developed and implemented – results reported to Board as required 2. Risk management planning incorporated into all business development and reported against by EO to Board on quarterly basis 3. Regular review and assessments conducted and documented by Board of EO workload in relation to Third Party Providers 	<ol style="list-style-type: none"> 1. Reporting tool for EO mapped against Strategic and Business Plans and progress reported monthly to Board beginning February 2016 2. Review of governance policies and procedures undertaken and completed by the end of June 2016 	<ol style="list-style-type: none"> 1. Baseline measures developed for Community Connectedness KPIs 2, 3 & 4 2. Increased participation in community networks that reflect community development and enhance business growth 3. Increased participation of community in MACE activities 4. Improved relationships with local business and industry, in particular local government