



STRATEGIC PLAN

2017 - 2022



www.jsw.org.au



MAKING A DIFFERENCE

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Executive Summary

Posy Barnes
CHIEF EXECUTIVE OFFICER



Jobs South West Inc trading as JSW Training and Community Services' (JSW) is a Registered Training Organisation (RTOs) and Community Services provider with a track record of more than 20 years and a proud history of service provision throughout the South West region of Western Australia. In addition JSW has a more recent history of delivering education, training and community services in the Peel and Perth Metro regions. We provide support, information and innovative training, education and career development services to everyone in the communities we service.

Jobs South West Inc is recognised as one of Western Australia's leading community-based service providers and one of the largest RTOs in the region. We are managed by a volunteer Board of Management with extensive expertise in leading and developing Not For Profit organisations. The Board of Management has divested responsibility for the day to day operations of the organisation to a highly experienced and qualified CEO and management team. Our mission and values underpin the JSW ethos and culture committed to delivering courteous respectful service all our clients which meets their needs and protects their dignity and integrity .

JSW's unique operational model featuring both a training and community services arm allows us to provide an extensive wrap around support for our clients. They may enter through one stream, and as their needs are identified, clients are often referred into one of the other programs we offer. In many instances we are a one-stop shop. With a vision to make a difference , JSW has full-time/part-time sites in Bunbury, Busselton, Margaret River, Mandurah, Kensington and Fremantle with outreach services being delivered from Collie, Brunswick, Bridgetown, Manjimup and in community contexts throughout the region. We are responsive and innovative with a dedicated staff committed to the diverse target groups with whom we work.

As an award winning and resourceful organisation we love technology, systems and innovation and use these successfully to deliver flexible training, counselling, youth, diversional and community programs tailored to the needs of our clients. We believe that everyone is entitled to training no matter where they live or what barriers they face. We also passionately believe that training is empowerment. We practise what we preach by having a corporate culture that supports staff training and encourages staff to develop their professional and vocational competencies to deliver the best training and support services in the South West.

The external environment in which we operate changed significantly since our Strategic Plan was formulated with a recent change to the State Government and a bedding down of changes made by the Commonwealth. There has been much instability, changes to program business rules and an end to some contracts. Machinery of Government (MOG) changes in the public sector, as outlined in the State Labour Government's election commitments have created a number of new amalgamated departments. These structural changes are aimed at creating collaborative departments focused on whole-of-government objectives and delivering services in a more efficient and effective way. These wide reaching changes will affect a range of public sector agencies and are likely to

OUR MISSION

To deliver flexible and holistic community and training services that make a difference to peoples lives by:

- Upholding social justice
- Developing partnerships that build capacity within our community
- Demonstrate leadership and innovation
- Responding to regional needs with a focus on the future
- Encouraging life-long learning
- Provide inspiration, hope and empowerment

have future implications on our funded programs. We pride ourselves on improvement and continuously update our programs to reflect current needs. The Strategic Plan 2017-2022 provides a framework for enhancing our services and meeting the needs of individuals, industry and community in the South West region of Western Australia.

A note about strategy and our Directors:

The Directors of Jobs South West Inc have compiled this Strategic Plan with financial assistance from Lotterywest. Our directors are an essential component of our corporate governance framework. Each director is placed at the apex of the structure of direction and management of our organisation.

Directors have a duty of care and due diligence under both general law and the Corporations Act 2001 (Corporations Act) and the Associations Act 2015.

Our Directors have a core, irreducible requirement of involvement in the management of JSW and take reasonable steps to place themselves in a posi-

tion to guide and monitor the management of the organisation.

Our Directors' responsibilities are not limited by their particular background knowledge and experience as they have become familiar with JSW's business and how it is run, and ensure that management is running it appropriately.

Our competitive edge lies in our capacity to offer holistic services throughout our entire region leading to genuine career development outcomes and ultimately to jobs. We have an established, highly respected brand and a long track record of success in the region. We consistently provide services in all major towns and outlying communities.

Our long term aim is to expand our range of services in response to local market conditions. We plan to have welcoming, well equipped venues and a presence in all South West communities and in some targeted metro areas to ensure that residents have equal access to quality services on a par with those provided in cities.



OUR VISION

Our vision is to
make a difference

How our organisation operates

JOBS SOUTH WEST INC TRADES AS JSW TRAINING AND COMMUNITY SERVICES.

THE PLANNING CYCLE

This Strategic Plan covers a five-year timeframe; it is the organisations central planning document, it sets the organisations strategic direction and forms the core of all other plans produced within the stated timeframe.



Jobs South West Inc. trades as JSW Training and Community Services. For operational purposes the organisation is divided into two divisions:

- The Training Division
- The Community Services Division

Jobs South West Inc. is a Not for Profit Organisation incorporated under the Associations Incorporation Act 2015. Ultimately, responsibility for governance of the organisation rests with the Board of Directors who meet regularly to ensure that the organisation maintains its momentum towards delivering on its vision and key strategies.

ACHIEVING THE MISSION AND VISION

The Board's primary role is to ensure that Jobs South West Inc.'s activities are directed towards achieving its vision 'To make a difference' and mission 'To deliver flexible and holistic community and training services to create opportunities for people, by providing the best possible services. The Board must ensure that this vision is achieved in the most effective way.

RESPONSIBILITIES OF THE BOARD

The Board fulfils its primary role by:

- Selecting appointing, guiding and monitoring the performance of the Chief Executive Officer
- Formulating Jobs South West Inc.'s strategic plan in conjunction with the Chief Executive Officer and staff
- Monitoring management's progress in achieving the Organisation's objectives
- Monitoring management's adherence to operating and capital budgets
- Ensuring the integrity of internal control, risk management and management information systems
- Ensuring stakeholders receive regular reports, including financial reports
- Ensuring the company complies with relevant legislation and regulations
- Acting as an advocate for Jobs South West Inc. whenever and wherever necessary

MANAGEMENT'S RESPONSIBILITIES

The board has a formally delegated responsibility for Jobs South West Inc.'s day-to-day operations and administrations to the Chief Executive Officer and management.

BOARD OVERSIGHT

The board oversees and monitors management's performance by:

- Meeting at least 6 times during the year
- Receiving detailed financial and other reports from management at these meetings

OUR VALUES

In all our operations and relationships we demonstrate our values by

- Being **inclusive, non judgemental**, accessible and **respectful**
- Providing a **caring** and **supportive** environment
- Being **honest, trustworthy** and reliable
- Delivering a range of services that **empower** our clients and help them reach their potential
- Remaining **curious** and **innovative**

TO DELIVER SERVICES ACCORDING TO OUR VALUES

- Ensure our values are recognised in key organisational documents
- Incorporate discussion around our values in induction programs
- Design programs and services that are consistent with our values
- Incorporate value statements in to operational activities
- Discuss our values with staff during appropriate staff forums
- Ensure potential partnering opportunities are assessed for value consistency before entering into any arrangements

OUR VALUES PERFORMANCE INDICATORS

- Value statement evident in key documents
- Discussion regarding our values is a part of our induction programs
- Staff are aware of our organisational values and reflect them through their behaviours

Evaluation

Due to the volatility of the marketplace and rapid change within the business environment the JSW Board will formally evaluate the Strategic Plan quarterly at planned Board meetings.



The management team is responsible for implementing the plan and achieving each priority and objective. The Chief Executive Officer will regularly report to the full board on the implementation process, including progress toward each of the strategic priorities. The CEO expects regular status reports from managers outlining their progress towards achieving their specific priorities and objectives.

This Strategic Plan identifies broad, key business performance indicators for the identified strategic priorities. Annual operational plans include more targeted action plans and outcome requirements at divisional and program levels; these are outlined in a separate document.

CONSTITUTIONAL OBJECTS

- To develop appropriate relief for people disadvantaged by their isolated geographical location particularly in relation to health, poverty, sickness, suffering, destitution, misfortune, distress and helplessness.
- To assist directly in the relief of poverty, sickness, suffering, distress, misfortune, destitution and

helplessness by providing appropriate respite.

- To improve access for young people and others disadvantaged groups in the labour market, to employment, education and training options.
- To participate in and contribute to responding to the personal development, motivational and skill formation needs of the workforce of the South West of Western Australia, to preparing the unemployed residents of the South West for participation in the region's workforce.
- To design, implement, administer and develop community services that assist residents of the South West region of Western Australia to obtain or retain paid employment, become self-employed or proceed to further education
- To provide relief and assistance to young people to help them overcome barriers to accessing education and training
- To strengthen at-risk families and promote and safeguard the wellbeing of children by supporting individuals and families at-risk or in crisis and help reduce the occurrence of all forms of abuse.

OUR STRATEGIC POSTURE/POSITION

Our strategic posture is one of consolidation and maintenance of our systems, structures and services while remaining receptive to new opportunities and innovation.

OUR STRATEGIC PRIORITIES

- **Innovative Programs**
Providing diverse and innovative programs
- **Building Relationships**
Supporting mutually – beneficial relationships and partnerships with other organisations, the community, students and clients, business, media, Governments and other stakeholders
- **Excellence**
Continuously improving the way we do business and deliver our services
- **Corporate Sustainability**
Social, environmental and economic strategies are implemented to achieve sustainability

- **Good Governance**
Maintain focussed and transparent governance systems along with a corporate culture that drives innovation, manages change and ensures that JSW's systems, processes, services and policies are effective, efficient and fair.
- **Our People**
Recruit, retain and develop our staff
- **Establish an Educational Services Arm**
Establish Bunbury Regional Community College as a separate entity over a five year period

INITIATIVES AND PERFORMANCE INDICATORS

To achieve our strategic priorities JSW Training and Community Services will undertake the initiatives identified under each priority heading.

This Strategic Plan has been designed to accommodate a number of appendices which outline specific strategies and information relating to organisational functions. These functional strategies are volatile and variable. Presenting them as appendices will give the organisation the opportunity to review, redesign and modify functions and data as needed.

Innovative Programs Initiatives

To provide diverse and innovative programs that focus on the needs of our clients and stakeholders.

- Adopt innovative approaches in career counselling services to assist people seeking career changes or employment
- Provide targeted technology enhanced services for young people 15-24
- Provide services to marginalised and isolated people to reconnect them with education, training, employment, their families and their communities
- Continuously improve training delivery including accredited and non-accredited training, traineeships, and customised courses
- Adapt programs to ensure equitable access for all target groups including youth at risk, mature-aged, Indigenous people, people with disabilities, people from non-English speaking backgrounds and other disadvantaged people in the community
- Extend the reach of our community services programs
- Expand program delivery in Western Australia as appropriate

INNOVATIVE PROGRAMS PERFORMANCE INDICATORS

- Maintain and enhance current program and participant numbers
- Maintain and enhance the number of programs funded by State and Commonwealth Governments.
- Win additional contracts in at least two new areas of operation such as community development and training services
- Participate in training to incorporate innovation concepts into existing programs and services
- Maintain compliance to the Standards for RTO's 2015 and on-going registration in industry areas that are relevant to our client group
- Continue to expand funding body base
- Include additional complementary programs to a range of services offered eg education, health and welfare
- Continued expansion and up-grade of premises

To provide diverse and innovative programs that focus on the needs of our clients and stakeholders.

To achieve this priority we will continue to deliver our core services within the training and community services division. We will ensure that our organisation maintains stability and retains its currency for our clients by continuously striving to identify new opportunities through consultation with our stakeholders, scanning the external environment, working in partnership with other organisations and tendering for new programs that complement our values and extend our funding base. We will continuously evaluate our program delivery to ensure that the programs we deliver are achieving outcomes for our clients and our funders.

BUILDING RELATIONSHIPS

To support mutually beneficial relationships within the community to improve opportunities for the organisation. To achieve this priority we will undertake a number of communications, media and PR, marketing and networking strategies. We will adopt a holistic approach to marketing to build relationships rather than concentrating predominantly on creative and design tasks. The general focus within this priority is to build our business through relationships by receiving referrals to training courses, community services' clients, student and traineeship enrolments by networking.

- Strengthen relationships with Government Departments, other NFPs, employers, industry groups, peak bodies, training providers, schools and community groups
- Undertake projects in partnership with other organisations
- Develop and implement a Marketing Strategy
- Build relationships with local media
- Develop and maintain the website
- Disseminate regular media releases
- Acquire positions of influence on local Boards and Committees
- Be an organisation of choice for employees
- Achieve preferred provider status with our funding bodies
- Continuously raise the public profile of JSW Training and Community Services
- Host conferences, workshops and events
- Promote achievements through the media
- Use social media
- Stakeholder surveys completed at the completion of every program
- Regular newspaper recognition through advertisements and editorials
- Memorandum of Understanding with other agencies
- Circulate electronic newsletters
- Communicate effectively with all our stakeholders
- Build functional relationships with indigenous corporations

BUILDING RELATIONSHIPS PERFORMANCE INDICATORS

- Monitor impacts of the Marketing Strategy as it is implemented
- Stakeholder surveys completed at end of every program
- Monthly newspaper recognition through advertisements and articles
- Increase the number of followers in social media
- Industry and community consultations undertaken in accordance with specific Marketing Strategy targets
- Establish Memoranda of Understanding with other key agencies to partner on community development and/or training projects



Excellence

To continuously improve the way we do business and deliver services. To maintain compliance, a continuous improvement culture and deliver quality services.

Our goal under this priority is to drive innovation and manage change to ensure our systems, processes, services and policies are effective, efficient and fair.

Our processes, systems and programs will meet the exacting standards of the various frameworks which we are beholden to; these include our statutory obligations according to the legislation that we comply with. In addition and significant are compliance with the Standards for RTOs 2015 (SRTO2015) as laid down by the regulator the Training Accreditation Council, and the Business Rules implemented by the DTWD that stipulate how publicly funded training programs should be implemented and managed. In relation to our contracts with all Commonwealth and State Government Departments to deliver services on their behalf, we deliver and acquit programs to high standards of excellence.

EXCELLENCE

- Continuous improvement of policies and procedures
- Maintain Standards for RTO's 2015 (SRTO2015) registration
- Assess registered training scope and add or deduct from it, in line with current trends and demands
- Be acknowledged by our peers and stakeholders
- Win awards and recognition
- Maintain annual growth
- Extend the range of funded programs
- Ensure that staff are appropriately qualified and that the Staff Skills Matrix is maintained
- Develop a culture of life-long learning
- Comply with relevant legislation and codes of conduct
- Ensure that programs are accessible to all people in the community

EXCELLENCE PERFORMANCE INDICATORS

- Complete SWOT analysis of the organisation annually
- Conduct internal audits annually
- RTO registration is maintained
- Enter awards programs that evidence and recognise our capabilities annually
- Assess scope quarterly
- Implement our strategies for sharing and celebrating knowledge gained through individual professional development
- Annual review of organisational policies and procedures
- Access and Inclusion strategies in place.



SUSTAINABILITY

We will meet the needs of the present without compromising the ability of future generations to meet theirs. Social, environmental and economic strategies are considered the three pillars of sustainability. These three pillars are referred to as people, planet and profits and the triple bottom line.

The management and coordination of environmental, social and financial demands and concerns will be adopted to ensure responsible, ethical and ongoing success.

To be a sustainable business we will ensure we have the support and approval of our employees, stakeholders and our community. The approaches to securing and maintaining this support are varied, but it comes down to treating employees fairly and being a good neighbour and community member, both locally and globally.

We will focus on reducing our carbon footprint by reducing packaging waste, water usage and our overall impact on the planet.

To be organisationally sustainable we must be economically astute to ensure that we use our funds to ensure a sustainable future. Activities that fit under the economic pillar include compliance, proper governance, budgeting, financial accountability and risk management.

SUSTAINABILITY

- Implement sustainable work practices
- Ensure purchasing takes account of environmentally sustainable products
- Install energy efficient devices across all sites
- Build capacity to successfully bid for Commonwealth and State Government funding contracts for service delivery
- Achieve preferred provider status on contracts
- Continuously grow the financial base of the organisation
- Develop mechanisms for routinely identifying and applying for grants and tenders outside our traditional areas of operation
- Implement an indigenous procurement policy
- Maintain an annual financial surplus of 2.5% of funds generated

SUSTAINABILITY PERFORMANCE INDICATORS

- Implement 3 environmental work practices annually
- Identify and contract 3 local suppliers of environmentally sustainable products
- Apply for 6 grants/tenders in new program areas annually
- Award supplier contracts and sub contracts to indigenous organisations
- Annual surplus is generated



GOOD GOVERNANCE

The Board has a strategic focus and effectively leads the strategic development of the organisation while meeting their legal and compliance responsibilities. The Board structure and composition will ensure that members have relevant expertise and Board diversity is achieved. The Board will operate effectively and in line with its Constitution. Board members will understand their roles and responsibilities. It is the responsibility of the Board to identify and manage relevant risks and implement control systems that have integrity and support accountability. A culture of responsibility and ethical decision making will be promoted.



GOOD GOVERNANCE

- Implement and monitor delivery of the Strategic Plan
- Ensure Board operates in line with the Constitution and directs activities towards achieving the organisation's Mission and Vision
- Monitor progress towards the achievement of the organisation's strategic priorities
- Ensure the organisation complies with relevant legislation and regulations
- Maintain focus on innovation and manage requisite organisational change
- Guide continuous improvement
- Board skills are updated and remain current
- Identify Risk appetite for the organisation
- Roles and responsibilities are understood
- Conflicts of interest are identified

GOOD GOVERNANCE PERFORMANCE INDICATORS

- Board proceedings take place in accordance with the Constitution
- Board members are trained and inducted appropriately
- Strategic Plan is current and maintained quarterly
- Risk Management Plan is in place
- A Conflicts of Interest policy is in place

OUR PEOPLE

Our staff are our biggest asset. Our goal is to recruit, retain and develop our staff. We will focus on retention and engagement strategies, including responsive benefits such as: flexible scheduling, learning and development opportunities and a considerate workplace. As a collaborative organisation we will involve and engage our people across all levels, roles and regions so everybody has a stake in the future of the organisation. Having great staff assists in improving our culture, increased and diversified funded programs, increasing financial surplus, client/customer/partner retention and terrific brand awareness.

We will ensure that our skills matrices are current and compliant. All training staff must hold the qualification and or the vocational competence equivalent to the qualification being trained at the unit level and the Certificate IV in Training and Assessment.

To ensure that we comply with this requirement all training staff have developed a training matrix which demonstrates how they show competence with this requirement. In addition, the Standards also require training staff to undertake professional development in VET and in their own industry, to comply with this requirement we will continue to develop a PD schedule for all staff. Staff are also strongly encouraged to maintain professional networks in their industry area and undertake industry specific professional development and work experience to ensure they retain currency in their industry area.

A strong culture can result in increased performance. Our company culture is the stepping stone for behaviour in the workplace, along with the language, attitudes and passion expressed both internally and external from the workplace. A positive company culture can have an incredible impact on employees by empowering them and giving them the drive to succeed and ultimately, their success translates in to JSW's success.

Company culture feeds from the top down; the management team will model appropriate and successful behaviours and systems by ensuring that they live the organisational values.

OUR PEOPLE

- Attract and appoint excellent staff
- Manage and maintain a high quality on-boarding procedure
- Ensure staff are supported and mentored to achieve their potential
- Ensure staff receive appropriate training to perform their duties to a high level
- Provide opportunities for staffs' professional development
- Ensure that staff have access to the relevant range of support mechanisms
- Ensure that staff have access to the appropriate professional organisations

OUR PEOPLE PERFORMANCE INDICATORS

- Review, negotiate and implement an 'in house' program of professional development for training staff annually and continue to upgrade and implement
- Develop individual professional development plans for all staff as a key component of the performance review program
- Identify skills and experience gaps in the team and recruit or train according to needs
- Skills matrix is up to date and maintained
- Human resource information and other on-line systems to support the delivery of the HR function are maintained
- Achieve positive feedback through the annual organisational culture review

ESTABLISH AN EDUCATIONAL SERVICES DIVISION

- Liaise with Department of Education to obtain registration under the 1999 Education Act
- Appoint a founding Principal
- Appoint relevant staff
- Identify a potential location for the school and negotiate tenancy
- Document strategic plan for the school
- Identify curriculum requirements
- Identify staff and student recruitment strategies

EDUCATIONAL SERVICES ARM PERFORMANCE INDICATORS

- Principal appointed to develop school and project manage establishment
- Tenancy agreement signed for appropriate location
- Strategic plan for the establishment of the school developed and documented
- Financial plan established to ensure long term viability
- Key relationships established
- Curriculum established
- Staff recruitment strategy implemented
- Marketing strategy developed and documented
- Student recruitment strategy implemented



REVIEW OF STRATEGIES AND STRATEGY DEVELOPMENT

Jobs South West Inc has reviewed its operational strategies to strengthen and coordinate our capacities and resources.

We identified the following tasks as core competencies.

HUMAN RESOURCES

- Attract and retain staff who fit the JSW culture and ethos
- Provide clear and structured position descriptions
- Develop a clear organisational structure
- Continue to develop policies and procedures and induction resources
- Ensure that all programs are budgeted appropriately
- Access HR Advisor as appropriate
- Implement a reward and recognition system
- Ensure organisational change and growth continue to motivate staff
- Ensure that staff skills matrix is maintained to best match staff to programs
- Ensure that professional development and performance management are completed regularly
- Implement a succession plan
- Ensure that recruitment processes are transparent, fair and accessible
- All staff have up to date contracts and JDF's

MARKETING

- Develop and maintain relationships with media
- Implement a marketing plan
- Enhance our branding with uniforms and templates
- Develop/ Maintain our website as a key marketing and informational and administrative portal
- Target marketing to print press and electronic media
- Extend networking - to regional Chambers of Commerce and Industry
- Allocate appropriately skilled human resources to marketing
- Create a Style Guide (Implement?)
- Track and evaluate customers and clients to maximise repeat business record successful outcomes and transitions of clients and support continuous improvement

INFORMATION TECHNOLOGY

- Investigate alternatives for IT service providers
- Investigate the possibility of sharing an IT person to provide reliable every day support to save time
- Instigate meetings via video conference/Skype (Utilise)
- Embed eLearning
- Investigate the most appropriate online learning platforms, development tools and existing web based training resources
- Develop an IT reporting development

CORE COMPETENCIES

- Consistency
- Mentoring
- Innovative
- Flexibility
- Creativity
- Holistic Service Provision
- Large range of services under one roof
- Providing on-going support
- Client focussed
- Immediacy and Responsiveness
- Stable, Passionate & Committed
- Honest
- Accessible
- Non judgemental
- All staff have up to date contracts and JDF's

Our Sustainable Competitive Advantage



We are able to make a difference through our capacity to deliver a comprehensive range of educational and support services throughout the South West of Western Australia. We do so in a friendly, non-judgemental, inclusive, accessible and respectful way. Our training facilities are the most up to date and best equipped in the region and our programs are flexible, responsive and tailored to suit the specific needs of our clients.

KEY RISKS

- Failure to deliver our vision
- Failure to manage social media
- Reputational damage
- New competitors
- Corporate movement into the NFP sector
- Failure to maintain our facilities

KEY DEFENCES

- Corporate culture consistent with our vision
- Strategic partnerships
- Support clients to complete their programs
- Track outcomes post courses to determine full value
- Individually assessing each clients' needs and ensure they receive the full range of services to address their needs
- Demonstrating capabilities through testimonials

SITUATIONAL ANALYSIS

A systematic collection and evaluation of past and present economical, political, social, and technological data has been undertaken.

An identification of the internal and external forces that may influence the organisation's performance and choice of strategies together with an assessment of the organisation's current and future strengths, weaknesses, opportunities, and threats has been implemented. It is important to understand the current market situation within our region. We need to be clear and realistic about our current products and services, market, opportunities, and challenges so we can devise a clear path from our current to our desired situation.

The situational analysis provides the context and knowledge for planning. The situational analysis describes JSW's competitive position, operating and financial condition and general state of internal and external affairs.

A SWOT analysis has been conducted as a major tool for the situational analysis. SWOT is an acronym that refers to strengths, weaknesses, opportunities and threats.

OUR WORK ENVIRONMENT IS CHARACTERISED BY:

Increasing competitiveness for dwindling resources

- Thin markets
- Government funding freeze
- A lack of transparency regarding the funding process
- Frequent changes in DTWD Policy and operational rules
- Increasing standards of compliance
- Changes in government priorities
- An increased focus on Return on Investment (ROI) within programs and a contradictory expectation that organisations will provide cash and in kind contributions to programs
- A focus on innovation in service delivery
- Roll out of the NDIS
- Changes resulting from Federal and State election outcomes
- Shorter funding cycles
- Increasing rate of change
- Emerging technologies that demand a different approach to our mission
- Increasing complexity within our community and clients' expectations
- An increased appetite for partnerships within service delivery
- Increased expectations around infrastructure such as Premises - location, accessibility, parking, ownership
- Positive and negative outcomes from increasing social media adoption
- New opportunities for niche service delivery
- Buy 'local focus' by Government but a contradictory approach in awarding contracts on a price based rather than a place based basis
- Digital disruption

