



Strategic Plan 2012-2015

**'Growing People,
Plants and
Community'**

Organisation Details

North East Training and Employment Inc.

Incorporation ID: A0027150Z

Registered Office: 95 Park Lane, Wangaratta, Vic, 3677

Postal Address: PO Box 209, Wangaratta, Vic, 3676

Phone: 03 5721 6042 Fax: 03 5722 2464

E-mail: nete@pln.org.au

ABN: 25 923 077 557

Registered Business Names

Park Lane Nursery

95 Park Lane, Wangaratta, Vic, 3677

Phone: 03 5721 6955 Fax: 03 5722 2464

E-mail: enquiries@parklanenursery.com.au

Website: www.parklanenursery.com.au

History & Operations of NETE

North East Training and Employment Inc. (NETE) was established in Wangaratta in 1990. The original charter was to provide employment training opportunities for people with intellectual disabilities as part of the de-institutionalisation being undertaken at the time by the Victorian government. In 1993, funding for NETE was transferred from State to Federal control via the Commonwealth-State Disability Agreement. At this time the target group was expanded to people with disabilities as defined in the Disability Service Act 1986.

NETE is governed by a volunteer Committee of Management (CoM), consisting of up to nine members. Many members of the CoM are long standing, with two current members remaining from inception. The current CoM skills cover a broad range of areas, with members from finance, business, disability, education and government backgrounds. NETE is a registered Incorporated Association as defined in the Associations Incorporation Act, is a registered business and ABN holder, and is endorsed as a deductible gift recipient as defined in the Income Tax Assessment Act 1997. NETE is a Quality Assured organisation, with re-accreditation achieved in April 2012 with auditing conducted against the 12 Disability Service Standards.

NETE operates from leased premises on a 3ha site in the Wangaratta township. The site is in an Educational/Community zoning with predominantly rural aspects bar a few neighbouring houses. In 2010, funding was granted under the Federal Governments *Get Communities Working* stimulus package, allowing significant upgrade of the facilities and amenity at the site.

NETE's predominant commercial presence is that of the Australian Disability Enterprise, Park Lane Nursery. Park Lane Nursery is a well-known and highly regarded native and indigenous plant production nursery. Park Lane Nursery produces approximately 300,000 native tubestock per annum, with long established clients in the commercial revegetation markets. Forward contracts are in place with many large customers, and Park Lane Nursery also has a retail presence, catering to the needs of smaller individuals and organisations. Park Lane Nursery also undertakes contract gardening, tree planting, landscaping and other farm contracting services.

NETE also offers Lifestyle Activity Programs for groups of people with disabilities. The programs provide life skills and community inclusion opportunities. The programs are broadly based around arts and horticulture, but are flexible to allow for individuals interests and required outcomes to be catered for.

Strategic Planning Process

The Strategic Plan process for 2012 was commenced in February 2012 with an introduction to the CoM of Rob Carolane from the Wangaratta based The Regional Development Company. Rob was initially introduced to NETE in 2011 by CoM member Brooke Hermans. Due to NETE's status as a NFP, an offer of pro-bono facilitation was offered by Rob and The Regional Development Company.

The facilitated meetings were conducted over two consecutive Tuesdays, 24th April and 1st May 2012, from 4pm till 8pm. Prior to these meetings, individuals from within the organisation had been given opportunity to have input into the strategic planning process. The strategic plan process was discussed at a team meeting and at morning briefings and people could input into the process by using the NETE Opportunity for Improvement form. Many forms were submitted, these have been compiled into Appendix A.

Attendee Detail of the Strategic Planning Process			
Planning Session 1 – 24 th April		Planning Session 2 – 1 st May	
In attendance			
Peter McCabe	Vice Chair	John Guilfoyle	Chair
Stuart Hutchinson	Treasurer	Peter McCabe	Vice Chair
Neil McDonald	CoM Member	Stuart Hutchinson	Treasurer
Brian Fox	CoM Member	Neil McDonald	CoM Member
Skye Rhodes-Mitchell	CoM Member	Brian Fox	CoM Member
Brooke Hermans	CoM Member	Skye Rhodes-Mitchell	CoM Member
Megan O'Keefe	Consumer Rep	Scott Grant	CEO
Scott Grant	CEO	Rob Carolane	Facilitator
Rob Carolane	Facilitator		

The development and publishing of the report will be handled internally, with report writing to be undertaken by the CEO, proofing by the CoM.

NETE wishes to thank all those who had input to the Strategic Planning process and would like to notably mention: Rob Carolane and The Regional Development Company for the facilitation; Vice Chair Peter McCabe for travelling from Bendigo for the meetings; Scott Grant for the homemade soups provided for dinner.

NETE Organisational Values and Principles



NETE operates with:

Equality – where everyone is entitled to a fair go without judgement;

Respect – for individuality; for the environment;

Security – where people feel safe, valued and accepted;

Inclusion – where people feel welcome and have the opportunity to participate;

Integrity – through well considered decision making;

Empathy – by appreciating people for who they are.

NETE Organisational Aims and Objectives

Service Aim – *To operate a commercially viable enterprise that provides economic and social inclusion.*

To achieve this aim, NETE commits to:

- Maintaining excellence in products and services;
- Investigate and develop new income streams;
- Improving the productivity of the nursery;
- Developing an innovative marketing strategy;
- Developing a robust human resources strategy.

Community Aim – *To promote the valued status of people with a disability in our community.*

To achieve this aim, NETE commits to:

- Developing a community engagement and awareness strategy;
- Investigating the clarity of our organisations current name.

Organisational Process Aim – *To seek continual improvement whilst honouring our organisational values.*

To achieve this aim, NETE commits to:

- Developing an organisational development policy;
- Developing a plan to increase financial reserves;
- Exploring new business opportunities;
- Create a Committee of Management recruitment and development policy.

NETE Organisational Objectives and Strategies

Service Aim – *To operate a commercially viable enterprise that provides economic and social inclusion.*

Within our organisation:

What are we doing well	What could be improved
<ul style="list-style-type: none"> ✓ Meeting disability needs in both the Day Activity Programs and the employment programs in the nursery. ✓ Meeting our external customer needs. <ul style="list-style-type: none"> ✓ Good Products ✓ Good Service ✓ Recognised as a unique service. ✓ Researching growth opportunities with appropriate diligence. 	<ul style="list-style-type: none"> ↑ Lack of cash reserves limits opportunity. <ul style="list-style-type: none"> ↑ Need to grow. ↑ CEO is all things to all people. ↑ Capital items under resourced. ↑ Identifying & researching growth opportunities. ↑ Not leveraging off unique service. ↑ Not promoting the service successes. <ul style="list-style-type: none"> ↑ Not making most of funding opportunities.

Objective and Strategies	Time Frame	Priority	Responsibility
Maintaining excellence in products and services;	Ongoing	High	CEO
Investigating and developing new sources of income; <ul style="list-style-type: none"> ➤ Extend Day Activity Program offerings and enrolments. ➤ Investigate philanthropic funding opportunities. ➤ Find other sources of government funding via programs. ➤ Develop a template to enable evaluation of business opportunities to ensure timely actions. 	Opportunistic	Med	CEO
Improving the productivity of the nursery; <ul style="list-style-type: none"> ➤ Developing granular operating budgets. 	Short Term	High	CEO
Developing an innovative marketing strategy; <ul style="list-style-type: none"> ➤ Investigate opportunities for a funded marketing strategy. ➤ Improve knowledge of organisation to a wider network. ➤ Nominate for service awards highlighting the success of service delivery at NETE. 	Short Term	High	CEO & CoM
Developing a robust human resources strategy. <ul style="list-style-type: none"> ➤ Developing and empowering our staff and employees. 	Medium Term	High	CEO & CoM

Community Aim – *To promote the valued status of people with a disability in our community.*

Within our organisation:

What are we doing well	What could be improved
<ul style="list-style-type: none"> ✓ Our connection with schools. ✓ Connections with Landcare and other organisations ✓ Linking our quality reputation and our disability service. ✓ Promoting our outcome as a social responsibility and allow that for our better quality product we demand a higher price ✓ Production methods and quality present a good value proposition. 	<ul style="list-style-type: none"> ↑ Not enough promotion in the sector or the wider community. ↑ Not enough reaching out to other opportunities. <ul style="list-style-type: none"> ↑ Advertising to attract \$\$ ↑ Promotion of valued status

Objective and Strategies	Time Frame	Priority	Responsibility
Developing a community engagement and awareness strategy; <ul style="list-style-type: none"> ➤ Visiting other community organisations to promote NETE and also to understand how they promote themselves. ➤ Tying NETE further into local environmental causes. ➤ Become more politically connected and promote nursery awareness with local government. ➤ Improving our media profile/promotion ➤ Developing a relationship with local media and business networks to promote the valuable contribution of people with disability. ➤ Continue to push the social responsibility agenda at every opportunity in our dealings with outside organisations. 	Medium Term	High	CoM
Investigating the clarity of the organisations current name;	Short Term	High	CoM

Organisational Process Aim – *To seek continual improvement whilst honouring our organisational values.*

Within our organisation:

What are we doing well	What could be improved
<ul style="list-style-type: none"> ✓ Continual improvement results from DSS audit reports is very positive. ✓ Giving everyone the opportunity to participate in continual improvement. ✓ Our values are already in place and clearly visible. ✓ We have a knowledge already of a network to source fund. 	<ul style="list-style-type: none"> ↑ Adherence to values can always be improved. ↑ Board recruitment. ↑ Wider community awareness. ↑ Cash reserves.

Objective and Strategies	Time Frame	Priority	Responsibility
Developing an organisational development policy. <ul style="list-style-type: none"> ➤ Visit other services/businesses to establish 'best practices'. ➤ Attending network/peak body meetings or conferences. ➤ Developing management guidelines and authorities. 	Short Term	High	CoM
Developing a plan to increase financial reserves. <ul style="list-style-type: none"> ➤ Multi directional approach to sourcing & keeping cash. ➤ Utilising cash once reserved for development fund. 	Short Term	High	CoM
Exploring new business opportunities. <ul style="list-style-type: none"> ➤ Explore alternative businesses and funding opportunities to provide non-operational sources of income. 	Ongoing	Med	All
Creating a Committee of Management recruitment and development policy. <ul style="list-style-type: none"> ➤ Establishing a list of skills required to improve board functionality. ➤ Increase diversity of board. ➤ Board evaluation process. ➤ Increase use of sub-committees by the board. 	Medium Term	High	CoM

Appendix A – Other Organisational Input

Item	Objective Addressed	Strategic or Operational
Source funding /grants to run lifestyle programs in the traditional close-down periods for day programs.	Service Aim – Investigate new sources of income	Operational
Employ/fund Cert. IV in Training and Assessment for people with Horticulture qualifications and design & run targeted horticulture workshops	Service Aim – Investigate new sources of income	Strategic
Increase dry goods & other offerings in the retail area	Service Aim – Improving the productivity of the nursery	Operational
Develop a market garden to supply local cafés and restaurants.	Service Aim – Investigate new sources of income	Strategic
Expand existing retail area or buy an existing nursery and add a café.	Service Aim – Investigate new sources of income	Strategic
Develop a free-range egg farm	Service Aim – Investigate new sources of income	Strategic
Collection and use of water from rainfall and sprinkler run-off	Service Aim – Improving the productivity of the nursery	Strategic
Development of mini-golf course to increase lifestyle program offerings. Seek grants & support from local service clubs or trusts	Service Aim – Investigate new sources of income	Strategic