



The Future of the *Heart of Community*

RUMBALARA ABORIGINAL CO-OPERATIVE

Strategic Plan
2016 - 2020

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Overview

Rumbalara Aboriginal Cooperative (RAC) has been a resource, service provider and enabler of the Aboriginal and Torres Strait Islander communities of the Greater Shepparton region for the past thirty five years. RAC is a Cooperative working to provide a range of supports and services including:

- **Health and Wellbeing Services;**
- **Positive Ageing and Disability Services;**
- **Community Services;**
- **Asset and Infrastructure Services; and**
- **Corporate Services.**



With an annual budget of \$19m and a workforce of approximately 190 people, RAC is a significant employer and economic contributor to the region and plays a high profile leadership role as one of the larger Aboriginal organisations in Australia.

The Rumbalara Aboriginal Cooperative (G0002111M) was registered thirty six years ago on the 09/04/1980, and it is timely to review the role of the organisation in the community.

In addition to the stated vision of ensuring that Aboriginal people in the Greater Goulburn Valley have certainty of access to community-controlled services there is a broader and more far-sighted vision that must be considered.

RAC is not only a health service, just as it is not only an aged care service or only a justice service. RAC is an Aboriginal Cooperative that delivers a range of services and supports for the benefit of community.

The entire political agenda is one of consumer driven and client centred models of care. This was the very model that RAC was built on. We need to refresh and redefine the relationship with community to ensure that there is a partnership of equals working towards mutually defined and agreed goals aimed at achieving meaningful outcomes.

We need to more actively partner with community to support them in achieving a better quality and experience of life. We need this to be an active partnership and not one where individuals sit and passively wait for RAC to meet their stated and unstated needs.

The 2012 - 2017 RAC Strategic Plan (Updated in February 2015) identified the following:

1. Deliver high quality and culturally appropriate services linked to our vision and which meet our standards and Community needs.
2. Manage and invest our assets and staff for the benefit and long-term future of our community.
3. Be an Employer of Choice and the place where Community want to work, because we offer secure employment, interesting jobs, career opportunities, and the ability to contribute to the health and wellbeing of the Community.
4. Actively engage our Community, to maximise their participation and contribution.
5. In line with our core business, our Charter, and community driven priorities, initiate, lead and influence policy development (at Commonwealth state, and local levels) and service system reform.
6. The Board, Managers and Staff are responsible for ensuring that the values of Rumbalara are up-held across all areas of the organisation.



**REPORT CARD: PROGRESS AGAINST CURRENT STRATEGIC PRIORITIES
IDENTIFIED BY BOARD OF DIRECTORS. 2015 - 2018**

Priority	Completed	In Progress	Not Started
1. Lead constitutional change, including reviewing and updating the Constitution, Rules and Membership.		75% Mid-year '16	
2. Strengthen RAC's holistic model of care, including reducing silos and increasing service coordination.	Heart of Community		
3. Complete Operational Plans for all RAC Units and individual work-plans for all staff that align with the RAC Strategic Plan and include measurable KPIs and deadlines.	Heart of Community		
4. Actively renegotiate Agreements/Contracts with the Victorian and Commonwealth Governments, to ensure they reflect our Community's needs and address key issues, including: use of RAC data and intellectual property, funding for IT, etc.		90% Ongoing but progressing positively	
5. Improve IT to reduce duplication, increase efficiency and improve effectiveness.	Stable IT system		
6. Strengthen our approach to staffing, including addressing OHS issues and having an increased focus on capacity building and career paths for young people.		90% HR systems in place	
7. Improve the use of our data, including generating regular reports for the Board to analyse, interpret and use.		85% Discussion Paper	
8. Increase community engagement, including actively increasing RAC membership.		90% Events 2015	
9. Review RAC assets and investigate how these can be used most effectively and in the best interests of the Community.		90% Progressing positively	

RUMBALARA ABORIGINAL COOPERATIVE – STRATEGIC PRIORITIES 2016 - 2020

Over 2016 – 2020, we will actively work to ensure that 'Rumbalara is a place where we come together to work towards shared goals for the benefit of everyone. In order to do that we have to build trust through communication and a willingness to work at developing shared understandings. We want to enjoy the strength and pride that comes with being able to make decisions that will change our lives without needing permission or funding from Government. We want to ensure that we keep a strong link to our culture and our history and use this strength to invest in our future leaders so that they can take their place in building the future of our community.'

The proposed 2016 – 2020 Strategic Priorities are:

1. The Rumbalara Aboriginal Cooperative will actively and consciously work to consistently deliver high quality, relevant, safe and competent supports and services to community in a culturally effective way.
2. RAC will work towards having a substantively Aboriginal and Torres Strait Islander workforce where all staff will hold the minimum qualifications for the job they are employed to do or be working towards achieving them.
3. RAC will invest in the development of young Aboriginal and Torres Strait Islander people to ensure that they are preparing for their future roles as leaders in community.
4. RAC will ensure sound and conservative management of our resources including people, finances and assets to achieve optimum balance between productivity and sustainability.
5. RAC will actively invest and work to build expertise and evidence that will enable us to influence policy, funding and services that will result in meaningful, measurable and positive outcomes for community.
6. RAC will secure the future of the organisation by increasing our income streams and business interests to ensure that 20% of the funding base of the organisation is self-generated.
7. RAC will actively work to ensure that Aboriginal and Torres Strait Islander people have opportunities to achieve meaningful educational and economic outcomes that contribute positively to their experience of life and sense of wellbeing.

Code of Conduct

8. Every employee, volunteer and Director of RAC will all adhere to a code of conduct as follows:
- I know that working at Rumbalara is an honour and not a right;
 - I will ensure competent, relevant, respectful and safe service delivery while aiming for excellence at all times;
 - I will take responsibility and demand to be held accountable for all my decisions and actions;
 - I will take pride in my organisation, my work and my presentation and expect the same from everyone else;
 - I will be fair and diligent and honest in all my decisions and actions;
 - I will treat everyone with respect and fairness;
 - I accept that once a decision is made, we stand together to uphold that decision;
 - I will hold myself and everyone else accountable to consistently show up on time, work hard and behave appropriately;
 - I will leave my work at work and go home safely to my family;
 - I take responsibility to live up to the standards of the culture that we are building in our organisation; and
 - I accept my responsibilities as an individual and as part of a team.

THE RUMBALARA BUSINESS PLANNING PROCESS

<p>This will be expected of every Director to include all program and service areas of the organisation.</p>			
<p>Service Standards</p>	<p>Business Standards</p>		
<p>Each service will clearly articulate the 5 – 10 Service Standards they are striving to achieve.</p> <p>Once these are approved by the Board they will be prominently displayed.</p>	<p>Each service will clearly articulate what their Funding & Performance responsibilities are.</p>	<p>Each service area will develop a strategy which will grow their income and funding base.</p>	<p>Each service will develop a strategy and action plan to reduce waste and inefficiency in their operations.</p>
<p>What is the minimum resource allocation needed to achieve all objectives?</p> <p>Resources: Staff x Skills x Time + Equipment + Money + Space + Support + Other</p> <p>The minimum requirements are that each program and service area will:</p> <ol style="list-style-type: none"> 1. run to a balanced budget. 2. meet all of their contracted deliverables 3. demonstrate measurable progress towards meeting their Service Standards 4. actively and measurably work towards the success of Heart of Community 5. actively and measurably participate in success of Rumbalara community and cultural events 6. actively and measurably work to identify and reduce risks to the organisation 7. actively contribute to the succession strategy of the organisation 8. actively and demonstrably contribute to the development of a positive culture in the organisation 			

RUMBALARA ABORIGINAL COOPERATIVE

Performance Agreements 2016-2017

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Directorate Strategic Actions

COMMUNITY SERVICES PERFORMANCE AGREEMENTS 2015-2020

Program – Aboriginal Family Preservation
Agreement Amount -\$373,885.74
Expiry of Agreement – Recurrent
Agreement with – Department of Health and Human Services (DHHS)
Agreement -Deliverables – Target of 4 clients

Program – Placement Support
Agreement Amount -\$2131.75.
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Placements supported

Program – Cradle to Kinder
Agreement Amount -\$564,000
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Target 24 clients

Program – Home Based Care
Agreement Amount -\$ 67,008.00
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Target 4 clients

Program – Kinship Care
Agreement Amount -\$318,002.60
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Target 12 clients

Program – Therapeutic Foster Care
Agreement Amount - \$169,577.63.
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Nil

Program – Leaving Care
Agreement Amount - \$73,111.38
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Target of 8 clients

Program – Homelessness Accommodation and Support
Agreement Amount - \$489,915.64.
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Target of 20 clients

Program – National Partnership Agreement (Homelessness)
Agreement Amount - \$161,904.54.
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables Target of 18 clients

Program – National Partnership Agreement (Homelessness)
Agreement Amount - \$102,650.19
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Target of 48 clients

Program – Transitional Support
Agreement Amount - \$98,679.47
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).

Agreement -Deliverables – Target of 48 clients

Program – Remote Aboriginal Housing property and tenancy
Agreement Amount - \$107,250
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Manage 52 properties

Program – Youth Justice
Agreement Amount - \$122,372.50
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Target of 20 clients

Program – Youth Outreach and Diversion Service
Agreement Amount - \$113,558.17
Expiry of Agreement - Recurrent.
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Target of 35 clients

Program – In Home Support
Agreement Amount - \$371,812
Expiry of Agreement - Recurrent.
Agreement with – Department Of Education and Early Childhood.
Agreement -Deliverables – Target of 25 clients

Program – Aboriginal Family Lead Decision Making
Agreement Amount – \$165,858.10
Expiry of Agreement - Recurrent
Agreement with – DHHD
Agreement Deliverables – Target 30 clients

Program – Aboriginal family Violence
Agreement Amount – \$161,414.76
Expiry of Agreement - Recurrent
Agreement with – Department of Health and Human Services (DHHS).
Agreement Deliverables – 60 clients

Program – Responsible Gambling
Agreement Amount -\$178,618
Expiry of Agreement -2016 - 2017.
Agreement with – Victorian Responsible Gambling Foundation
Agreement -Deliverables – Information, Advice referral and education to community face to face, forums, groups, etc.

Program – Children and Schooling
Agreement Amount -\$653,506.70
Expiry of Agreement – July 2015 to December 2017
Agreement with – Department of Prime Minister and Cabinet
Agreement -Deliverables – Number and proportion of Indigenous people employed, Extent of compliance with project terms and conditions, participation of students and children in funded activity, participation of indigenous parents engaging in child’s education, services are delivered by appropriately competent and skilled staff, appropriation connections are made to indigenous community to facilitate engagement and involvement,

Program – Local Justice Worker Program
Agreement Amount - \$561,816.00
Expiry of Agreement – July 2016 – June 2019
Agreement with – Department of Health and Human Services (DHHS).
Agreement -Deliverables – Provide community education, enhance partnerships, facilitate improved outcomes for offenders, successful completions of corrections orders, engagement of respected Persons and Elders to provide cultural support

Notes:

COMMUNITY SERVICES

Program	Program Excellence & Consistency	
<p>Community Services</p> <ul style="list-style-type: none"> • Family Services C2K IHS • IFS • Family Pres AFLDM Kinship • Informal Kinship OOHC (Ext care) Therapeutic Leaving Care Schooling • Homelessness Support • Community Housing • IHSY • Gamblers Help • Justice Women's FV • Men's FV • Koorie Offender Mentoring • Koorie Youth Justice • Youth Support Service • UTurn • Local Justice Worker • CJP 	<ul style="list-style-type: none"> • Clients to have appropriate Actions plan to enable personal goal achievement. • Apply the principal of acting in the best interest of the client as per legislation. <p>Measurable:</p> <ul style="list-style-type: none"> • Client details are entered onto database system including referral and assessment dates. • No less than 90% of clients have an active client driven case plan through internal audit • Clients having improved access, engagement and educational support • No less than 85% satisfaction rating given through Client Feedback 	
	Staffing Excellence & Aboriginal Workforce	
	<ul style="list-style-type: none"> • Up skilling workers that are already in positions. • Seek appropriate & ongoing supervision and mentoring • Peer group reflective practice to increase shared responsibility and accountability • Service information/employment day- open to staff and community <p>Measured by:</p> <ul style="list-style-type: none"> • Qualified staff • Staff are succeeding in the program areas • Staff satisfaction and retention rates • Increased application rates for vacant positions 	
	Succession & Leadership Development	
	<ul style="list-style-type: none"> • Training and Professional Development opportunities provided to enhance career progression • Giving clients the opportunity to volunteer and engage with the community more • Identify opportunities for staff to engage in extra activities to further develop their skills. E.g. project management or secondment <p>Measurable:</p> <ul style="list-style-type: none"> • Having a professional workforce where workers have the appropriate skills for their roles • Leadership and participation in community driven events • Staff satisfaction and retention rates 	

	Program and Risk Management
	<ul style="list-style-type: none"> • Complying with the Policies of RAC and relevant Legislation, Reporting and Service Guidelines <p>Measured by:</p> <ul style="list-style-type: none"> • Staff adhering to RAC Policies and arriving safely home to their families. • Funding and Compliance Reports submitted on time
	Research and Knowledge Development
	<ul style="list-style-type: none"> • Regular internal audit of client data • Program performance reporting and monitoring • Regular meetings with Department of Health & Human Services • Collaborate with external Partners to interpret and analyse data. E.g. Jarwun <p>Measurable:</p> <ul style="list-style-type: none"> • Internal audit includes – Client statistical profile and outcomes • Chart data to highlight gaps in service delivery

HEALTH & WELLBEING SERVICES PERFORMANCE AGREEMENTS 2015-2020

Program Indigenous Australia Health Program (IAHP)

Agreement amount - \$2,357,347.85 (primary health) \$493,317.14 (healthy 4 life)

Expiry of Agreement 30th June 2018

Agreement with Department of Health and Human Services (DHHS)

Agreement deliverables

Clinical – Diagnosis and treatment of acute illnesses, emergency primary health care, prevention, detection and management of chronic conditions, interventions such as eyes, ears and oral health

Population – Antenatal care, post-natal services, child health services, immunisation, screening for diabetes, STD, cardio, renal etc. Health promotion and assistance and advocacy. CQI

Program Koori Maternal Services

Agreement amount \$81,600

Expiry of Agreement One off funding ceasing Jan 2017

Agreement with Department of Health and Human Services (DHHS)

Agreement deliverables To assist with transitioning of KMS

Program KMS

Agreement amount \$97,914.00

Expiry of agreement Recurrent (current agreement ends 30/6/16)

Agreement with Department of Health and Human Services (DHHS)

Program Healthy Journey 4 women

Agreement amount \$15,000

Expiry of Agreement January 2017

Agreement with DHHS

Agreement deliverables Increase breastfeed rates, Decrease smoking and drug use, Seek early antenatal care, Increase nutrition during pregnancy Increased number of women presenting for antenatal care in 1st trimester, community awareness of the KMS program, Referral to In Home Support post-delivery, Visiting Maternal & Child Health Nurse, Identify and develop clearer pathways for KMS women

Program Safety and Wellbeing

Agreement amount \$110,080.00 per annum

Expiry of agreement 30/06/18

Agreement with Dept. PMC (IAS funding)

Agreement deliverables Employ Service Integration Coordinator, Establish front end reception and assessment service, Develop screening assessment tools, Minimum 250 referrals be made

Program QUMAX

Agreement amount \$8,745.00

Expiry of agreement Recurrent

Agreement with NACCHO

Agreement deliverables Reduce the financial barriers to access DAA, Facilitate community pharmacy involvement, Increase Home Medicine Reviews
Easy access to QUM devices, Access to education for ACCHS employees, Transport to assist with access to medicines

Program – Commonwealth Home Support Program (CHSP).

Agreement Amount -\$727,667.90.

Expiry of Agreement - 30/6/2016, recurrent.

Agreement with – Department of Health and Human Services (DHHS).

Agreement -Deliverables - Homecare, Assessment, Planned Activities Group, respite, social support, transport, property maintenance, and hours based. people accessing a service

Program Oral Health

Agreement amount \$420,423.90

Expiry of agreement Recurrent (1st qtr for 16/17 confirmed)

Agreement with DHSV

Agreement deliverables NPA targets based on DWAU. This target is set quarterly. Minimum 809 DWAU

Cat 1 clients treated within 24 hrs – 85%

Cat 2 within 7 days 80%

Cat 3 – within 14 days – 75%

0-17 yrs recalled – 100%

Waiting times within timeframes 100%

Minimum referrals of 15% re: Smiles 4 Miles

Program Drug Treatment services

Agreement amount To be confirmed

Expiry of agreement To be confirmed

Agreement with Department of Health and Human Services (DHHS)

Agreement deliverables To be confirmed

HEALTH & WELLBEING

Program	Program Excellence & Consistency
<i>Rumbalara Health and Wellbeing Services</i>	<ul style="list-style-type: none"> • Monthly statistics on progress • Bi-monthly meetings with partners • Daily bump meetings with staff • Monthly team meetings • 6 weekly staff meetings • 6 weekly all staff meeting • Fortnightly supervision with team leaders • Fortnightly team leader meetings • Provide monthly reports to Director of Health and Wellbeing • Build external partnerships • Present in a professional manner • Monthly staff supervision • Monthly clinical governance meetings • Monthly Quality and Risk meetings
	Staffing Excellence & Aboriginal Workforce
	<ul style="list-style-type: none"> • All new employees have a minimum qualification of Aboriginal Health Worker or working towards • Current staff must have minimum qualification for their role and according to their PD or working towards. • Encourage ongoing student placement • Build robust partnerships with ASHE and GOTAFE • Staff will be encouraged to undertake any training to develop skills that can assist in their role • Staff undertake annual performance review and skills assessment • Employing and upskilling Aboriginal Staff will be a priority • Cultural supervision for G.P's and Dentist upon recruitment • Continued cultural awareness training for all staff

Succession & Leadership Development

- Commitment to ongoing participation in leadership program (all current staff are members)
- Current participation to be reviewed 6 monthly
- Identify key staff who have the ability to fill management role during planned leave
- Providing staff opportunity to engage with internal/external groups to speak and promote our service
- facilitate staff attend and present/speak at conferences, meetings and health information events

Program and Risk Management

- Monthly file audits
- Monthly reviews of each programme
- Random audits
- Bi-monthly evaluation
- Continued quality improvements
- Maintain compliments and complaints register
- Work health and safety committee representative
- Ensure maximising and correct Medicare claiming
- Reduction of incident reporting and patient complaints.
- Community feedback.
- Establish good relationships with other health agencies
- Staff training and attending CPD activities
- Ongoing recalls once item is completed to ensure/maximise patient care and Medicare claiming
- Ongoing quality assurance
- Continue to engage in funding from agencies to ensure visiting specialists visits

Research and Knowledge Development

- staff training
- ensure new staff have intensive orientation and training

<p>Primary Health</p> <ul style="list-style-type: none"> • Medical clinic • Chronic Disease • Koori Maternal Services • AOD and Mental Health Wellbeing • Paediatrician • Healthy Liver • Chronic Care Coordination 	<p>Program Excellence & Consistency</p>
	<ul style="list-style-type: none"> • Triage of patients without appointments, urgent patient's seen straight away. • Review appointments available with doctors to ensure ability to see patients for review of results. • Recall procedure followed for all results placed in recall tray. • Monthly recalls actioned by allocated staff in areas of immunisation, women's health and chronic disease. • Focus on ensuring cycles of care Asthma and Diabetes. • Ensuring all eligible patients is having GP management plans and team care arrangements. • Ensuring Mental health care plans are done on all patients referred onto specialists. • Nursing staff support of patients with mental health issues, including mental health nurse home visits. • Ensuring home medicine reviews are completed for eligible patients. • Ensure all nursing home residents have CMA (comprehensive medical assessment) completed yearly. • Telehealth consults with specialists – AHP funded to support and report on telehealth. • AHP to work on Health check recalls and priorities for aboriginal and Torres Strait island people. • G.P super clinic a priority focus for REF • Monthly checks/ordering of equipment and consumables. • PDSA cycles completed. • KMS Health checks for all women referred into program before see midwife, support women to ensure they attend their midwife appointments, attend appointments to help advocate for women when seeing outside agencies • AHPACC (Aboriginal Health Promotion and Chronic Care) worker supports chronic disease patients with their management and care, and supports clinics and specialists such as healthy liver clinic, diabetes clinic and dermatology, AHPACC worker facilitates group education sessions with the community to raise awareness for chronic disease. • Development of maturing with style health program in conjunction with Healthy lifestyle program.
	<p>Staffing Excellence & Aboriginal Workforce</p>
<ul style="list-style-type: none"> • Staff attending continuing professional development (CPD) activities and training. • Meetings with reps to ensure up to date medicine information. • Encourage staff to further study and up skill as needed. • Facilitate student placements, both medical and nursing. • Regular guest speakers to attend monthly clinical meetings. • AHPACC worker attends GVH diabetes unit for training in diabetes education to support patients with diabetes, currently completing credentialing through ADEA. 	

	<p>Succession & Leadership Development</p> <ul style="list-style-type: none"> • Senior GP (Dr Singh) mentor and support supervision for junior GP's. • Register GP's into RVST program and ensure GP working towards fellowship. <p>Program and Risk Management</p> <ul style="list-style-type: none"> • Ensure patients are seen in a prompt timely manner. • Ensure ordering processes are followed in line with budget. <p>Research and Knowledge Development</p> <ul style="list-style-type: none"> • Use of clinical items for all data entry to ensure capture of NKPI. • Ongoing Communication re training and education for all staff. • Review of NKPI reports and recalls ensuring we can meet standards. • Perform PDSA cycles. • Need to have a dedicated staff member to ensure reporting compliance and maximise Medicare, which will include reports, ensuring audits of claims and rejected items to ensure we maximise claiming and possible income. • Dedicated staff member that will receive all Medicare correspondence (SIP and PIP).
<p>Health 4 life</p> <ul style="list-style-type: none"> • Gym Pass Program • Soul food • Precious memories • Sexual Health • Women's Health • Men's Health • Expo's • G.V primary school health initiative • Lulla's health day • Health Outcome Strategies 	<p>Program Excellence & Consistency</p> <ul style="list-style-type: none"> • All new Gym pass referrals to be assessed within 2 working days • Monthly file audits against client-gym access • Monthly statistics on progress <p>Staffing Excellence & Aboriginal Workforce</p> <ul style="list-style-type: none"> • Current staffing is 100% ATSI

Care Coordination Unit <ul style="list-style-type: none"> • Safety and Wellbeing • Emergency Relief • History Tours 	Program Excellence & Consistency
	<ul style="list-style-type: none"> • All referrals actioned immediately • Needs are assessed and addressed according to priorities • File audits (fortnightly-monthly) • Encourage client feedback by conducting surveys • Record all client contact • Monthly statistics on progress
	Succession & Leadership Development
	Engage with cultural history tour groups regularly and allow opportunity for other staff to assist with tours and history
	Program and Risk Management
	<ul style="list-style-type: none"> • Monthly file audits • Reviewing monthly profit and loss statement with the Director of Health and Wellbeing • Staff involved in rostering process e.g. sign in sheets and in-out boards
Administration cluster	Research and Knowledge Development
	<ul style="list-style-type: none"> • Discussion paper on intake service(before and after service delivery) • File audits
	Program Excellence & Consistency
	<ul style="list-style-type: none"> • Ensure ongoing customer service training • Regular training • Multi skill reception staff to enhance reception pool • Casual pool to ensure experience and skill requirements
	Program and Risk Management
	<ul style="list-style-type: none"> • Develop reception protocols and manual to ensure consistency and continuity of practices

Oral Health	Program Excellence & Consistency
	<ul style="list-style-type: none"> • All emergency patients will be seen within 24hours • All patients will be placed on recall lists • Maintain Accreditation Standards • Ensure outreach services are maintained and implemented • Ensure Student Program continues and provides a cultural experience for students • Staff will act in a confidential and professional manner and provide a high standard of care to all fellow staff and clientele • Monthly audits • Provide monthly reports to DHSV and DHHS • Monitor provider productivity • Monitor and maintain targets as per funding agreements.
	Staffing Excellence & Aboriginal Workforce
	<ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander will have first priority for employment and training opportunities • To seek funding and provide traineeships • To encourage work experience for secondary school children • All staff will have opportunities to up skill and strive towards furthering their career pathway • Continuing Professional Development (CPD) for current staff • Monitoring and maintaining staff training register
	Succession & Leadership Development
<ul style="list-style-type: none"> • Provide current staff with skills and knowledge to perform team leader duties • Enrolment in leadership program for identified staff • Encourage staff to participate and present at oral health conferences and meetings • Build confidence and self-esteem within the oral health team by neutering and supporting the younger team members 	
Program and Risk Management	
<ul style="list-style-type: none"> • Promotion of Oral Health • Community Engagement • Increase generated income • Increase clientele • Generating Medicare for eligible clients to full potential • Regular reviews with DHSV 	

	<ul style="list-style-type: none"> • Regular reviews of funding reports • Recall & outreach • Monthly audits • Monthly supervision • Clinical Governance Committee • Work, Health & Safety representative • Client surveys • Clinician productivity reports
	<p>Research and Knowledge Development</p>
	<ul style="list-style-type: none"> ▪ Item numbers to be utilized to full potential ▪ Clinician productivity reports ▪ Regular clinician meetings ▪ Regular reviews with DHSV ▪ Awareness of potential government policy and funding changes via DHSV extranet ▪ Monitoring agency reports regularly ▪ Participating in quality review processes

POSITIVE AGEING & DISABILITY SERVICES PERFORMANCE AGREEMENTS 2015-2020

Program – Commonwealth Home Support Program (CHSP).

Agreement Amount - \$727,667.90.

Expiry of Agreement - 30/6/2016, recurrent.

Agreement with – Department of Health and Human Services (DHHS).

Agreement -Deliverables - Homecare, Assessment, Planned Activities Group, respite, social support, transport, property maintenance, and hours based.

Program – Galnya Maya Program (GMP).

Agreement Amount - \$353,582.03.

Expiry of Agreement – awaiting advice.

Agreement with – Department of Health and Human Services (DHHS) and Department of Social Services (DSS).

Agreement -Deliverables - Hours and client numbers based.

Program – Home Care Packages (HCP's).

Agreement Amount –

113 x Level 2: \$1,629,177.

37 x Level 4: \$1,782,795.

Expiry of Agreement - recurrent.

Agreement with – Department of Social Services (DSS).

Agreement -Deliverables - Daily rates paid on number of Home Care Packages occupied.

Program – Rumbalara Elders Facility (REF).

Agreement Amount – \$1,598,000.

Expiry of Agreement - recurrent.

Agreement with – Department of Social Services (DSS).

Agreement -Deliverables - National Aboriginal and Torres Strait Islander Flexible Aged Care Program.

Notes:

POSITIVE AGEING & DISABILITY SERVICES

Program	Program Excellence & Consistency
Commonwealth Home Support Program (CHSP).	<ul style="list-style-type: none"> • New referrals will be assessed within two (2) working days. • File audits. • Monthly stats. • Client survey every twelve (12) months. • Bi monthly staff meetings. • Monthly Clinical Governance Committee Meetings. • Quarterly Positive Ageing and Disability Services department meetings. • Participate in quality review. • Provide Rumbalara Board of Directors and Chief Executive Officer with monthly reports. • Actively participate in network groups and meetings.
	Staffing Excellence & Aboriginal Workforce
	<ul style="list-style-type: none"> • Current Rumbalara staff will be provided with the opportunity to up skill in partnership with Goulburn Ovens Institute of TAFE. • All new staff will only be employed if they hold the minimum qualification required for position description. • Aboriginal and Torres Strait Islander applicants will be given priority. • Positive Ageing and Disability Services staff will be given the opportunity to rotate between all areas. • Due to upcoming funding changes more roles will be created for the Aboriginal and Torres Strait Islander Community for our funded areas. • Conduct annual skills and resources analysis for Positive Ageing and Disability Services staff. • Staff undertakes annual performance review.
	Succession & Leadership Development
	<ul style="list-style-type: none"> • Identify staff with the relevant skills and knowledge to participate in the future leadership program. • Enrolment in leadership program and annual performance reviews. • Actively involved in career expos. • Continue to work with Academy of Sport Health and Education (ASHE) and all schools in the area to identify Aboriginal and Torres Strait Islander students as potential staff

	<p>Program and Risk Management</p> <ul style="list-style-type: none"> • Clinical Governance Committee. • Monthly file audits. • Work Health and Safety Committee Representative. • Six monthly funding agreement reviews. • Review monthly profit and loss statement with Chief Financial Officer. • Six monthly Positive Ageing and Disability Services staff surveys. • Quarterly Positive Ageing and Disability Services reports on high personal leave. • Yearly mock drill – fire and evacuation. • Positive Ageing and Disability Services director and management team meet monthly. • Maintain complaints and compliments register. <p>Research and Knowledge Development</p> <ul style="list-style-type: none"> • Participate in quality review process. • File audits. • Looking at developing a longevity in the Community setting (to be named) discussion paper • Positive Ageing and Disability Services Business Development Officer to keep abreast of the changes within the Aged and Community Services environment and working to ensure that Rumbalara is prepared for those changes.
<p>Galnya Maya Program (GMP).</p>	<p>Program Excellence & Consistency</p> <ul style="list-style-type: none"> • New referrals will be assessed within two (2) days. • File audits. • Monthly stats. • Client survey every twelve (12) months. • Bi monthly staff meetings. • Monthly Clinical Governance Committee Meetings. • Quarterly Positive Ageing and Disability Services department meetings. • Participate in quality review. • Provide Rumbalara Board of Directors and Chief Executive Officer with monthly reports. • Receive monthly profit and loss statements from Finance. • Actively participate in network groups and meetings.

Staffing Excellence & Aboriginal Workforce

- Current Rumbalara staff will be provided with the opportunity to up skill in partnership with Goulburn Ovens Institute of TAFE.
- All new staff will only be employed if they hold the minimum qualification required for position description.
- Aboriginal and Torres Strait Islander applicants will be given priority.
- Positive Ageing and Disability Services staff will be given the opportunity to rotate between all areas.
- Due to upcoming funding changes more roles will be created for the Aboriginal and Torres Strait Islander Community for our funded areas.
- Conduct annual skills and resources analysis for Positive Ageing and Disability Services staff.
- Staff undertakes annual performance review.

Succession & Leadership Development

- Identify staff with the relevant skills and knowledge to participate in the future leadership program.
- Enrolment in leadership program and annual performance reviews.
- Actively involved in career expos.
- Continue to work with Academy of Sport Health and Education (ASHE) and all schools in the area to identify Aboriginal and Torres Strait Islander students as potential staff.

Program and Risk Management

- Clinical Governance Committee.
- Monthly file audits.
- Work Health and Safety Committee Representative.
- Six monthly funding agreement reviews.
- Review monthly profit and loss statement with Chief Financial Officer.
- Six monthly Positive Ageing and Disability Services staff surveys.
- Quarterly Positive Ageing and Disability Services reports on high personal leave.
- Yearly mock drill – fire and evacuation.
- Positive Ageing and Disability Services director and management team meet monthly.
- Maintain complaints and compliments register.
- Yearly mock drill – fire and evacuation.
- Positive Ageing and Disability Services director and management team meet monthly.
- Maintain complaints and compliments register.

	<p>Research and Knowledge Development</p>
	<ul style="list-style-type: none"> • Participate in quality review process. • File audits. • Looking at developing a longevity in the Community setting (to be named) discussion paper. • Positive Ageing and Disability Services Business Development Officer to keep abreast of the changes within the Aged and Community Services environment and working to ensure that Rumbalara is prepared for those changes.
<p>Home Care Packages (HCP's).</p>	<p>Program Excellence & Consistency</p>
	<ul style="list-style-type: none"> • Minimum of fortnightly contact with clients. • File audits. • Client survey every twelve (12) months. • Bi monthly staff meetings. • Monthly Clinical Governance Committee Meetings. • Quarterly Positive Ageing and Disability Services department meetings. • Participate in quality review. • Provide Rumbalara Board of Directors and Chief Executive Officer with monthly reports. • Receive monthly profit and loss statements from Finance. • Actively participate in network groups and meetings
	<p>Staffing Excellence & Aboriginal Workforce</p>
	<ul style="list-style-type: none"> • Current Rumbalara staff will be provided with the opportunity to up skill in partnership with Goulburn Ovens Institute of TAFE. • All new staff will only be employed if they hold the minimum qualification required for position description. • Aboriginal and Torres Strait Islander applicants will be given priority. • Positive Ageing and Disability Services staff will be given the opportunity to rotate between all areas. • Due to upcoming funding changes more roles will be created for the Aboriginal and Torres Strait Islander Community for our funded areas. • Conduct annual skills and resources analysis for Positive Ageing and Disability Services staff. • Staff undertakes annual performance review. • Staff undertakes annual performance review.

Succession & Leadership Development

- Identify staff with the relevant skills and knowledge to participate in the future leadership program.
- Enrolment in leadership program and annual performance reviews.
- Actively involved in career expos.
- Continue to work with Academy of Sport Health and Education (ASHE) and all schools in the area to identify Aboriginal and Torres Strait Islander students as potential staff.

Program and Risk Management

- Clinical Governance Committee.
- Monthly file audits.
- Work Health and Safety Committee Representative.
- Six monthly funding agreement reviews
- Reviewing monthly profit and loss statement with Chief Financial Officer.
- Six monthly Positive Ageing and Disability Services staff surveys.
- Quarterly Positive Ageing and Disability Services reports on high personal leave.
- Yearly mock drill – fire and evacuation.
- Positive Ageing and Disability Services director and management team meet monthly.
- Maintain complaints and compliments register.

Research and Knowledge Development

- Participate in quality review process.
- File audits.
- Looking at developing a longevity in the Community setting (to be named) discussion paper.
- Positive Ageing and Disability Services Business Development Officer to keep abreast of the changes within the Aged and Community Services environment and working to ensure that Rumbalara is prepared for those changes.

Rumbalara Elders Facility (REF).	Program Excellence & Consistency
	<ul style="list-style-type: none"> • Resident full assessment completed within five (5) days. • Weekly file audits. • Resident survey every twelve (12) months. • Monthly resident meetings. • Monthly staff meetings. • Monthly Clinical Governance Committee Meetings. • Quarterly Positive Ageing and Disability Services department meetings. • Participate in quality review. • Provide Rumbalara Board of Directors and Chief Executive Officer with monthly reports. • Receive monthly profit and loss statements from Finance. • Actively participate in meetings with other aged care facilities
	Staffing Excellence & Aboriginal Workforce
	<ul style="list-style-type: none"> • Current Rumbalara staff will be provided with the opportunity to up skill in partnership with Goulburn Ovens Institute of TAFE. • All new staff will only be employed if they hold the minimum qualification required for position description. • Aboriginal and Torres Strait Islander applicants will be given priority. • Positive Ageing and Disability Services staff will be given the opportunity to rotate between all areas. • Due to upcoming funding changes more roles will be created for the Aboriginal and Torres Strait Islander Community for our funded areas. • Conduct annual skills and resources analysis for Positive Ageing and Disability Services staff. • Staff undertakes annual performance review.
Succession & Leadership Development	
<ul style="list-style-type: none"> • Identify staff with the relevant skills and knowledge to participate in the future leadership program. • Enrolment in leadership program and annual performance reviews. • Actively involved in career expos. • Continue to work with Academy of Sport Health and Education (ASHE) and all schools in the area to identify Aboriginal and Torres Strait Islander students as potential staff 	

	<p>Program and Risk Management</p> <ul style="list-style-type: none"> • Clinical Governance Committee. • Monthly file audits. • Work Health and Safety Committee Representative. • Six monthly funding agreement reviews. • Review monthly profit and loss statement with Chief Financial Officer. • Six monthly Positive Ageing and Disability Services staff surveys. • Quarterly Positive Ageing and Disability Services reports on high personal leave. • Yearly mock drill – fire and evacuation. • Positive Ageing and Disability Services director and management team meet monthly. • Maintain complaints and compliments register. • Staff involved in the rostering process. <p>Research and Knowledge Development</p> <ul style="list-style-type: none"> • Participate in quality review process. • File audits. • Develop a discussion paper on longevity in residential care. • Positive Ageing and Disability Services Business Development Officer to keep abreast of the changes within the Aged and Community Services environment and working to ensure that Rumbalara is prepared for those changes.
<p><i>Development of business model</i></p>	<p>Program Excellence & Consistency</p> <ul style="list-style-type: none"> • Investigate options to increase hours of service provided by Rumbalara workers in homecare, personal care, in home respite & H&GM • Measured by increased hours of service provided by Rumbalara workers. <p>Staffing Excellence & Aboriginal Workforce</p> <ul style="list-style-type: none"> • Increase hours of current workforce • Develop new workforce by providing access to suitable courses through GOTAFE

	Succession & Leadership Development
	<ul style="list-style-type: none"> • Ensure current staff hold minimum qualification • Identify potential recruits by utilising community contacts, hold information sessions • Measured by recording number of enrolments
	Program and Risk Management
	<ul style="list-style-type: none"> • New staff attend and complete an orientation and induction program • Regular staff performance reviews • Client satisfaction surveys
	Research and Knowledge Development
	<ul style="list-style-type: none"> • Accurate documentation of services provided • Staff training records kept • File reviews • Regular staff meetings held.

ASSET & INFRASTRUCTURE SERVICES PERFORMANCE AGREEMENTS 2016-2020

Program: Community Housing: Property Portfolio Management

Agreement Amount 2016-17: \$87,750.00

Agreement Expiry: 31/03/2017

Agreement with: Department Health & Human Services. (NPARI)National Partnership Agreement on Remote Indigenous Housing

Agreement Deliverables: Property portfolio management, development of business processes for management and building sustainable rent model to fund future repairs & maintenance.

Program: Community Housing: Project Management

Agreement Amount: 2016-2017: \$19,500.00

Agreement Expiry: 31/03/2017

Agreement with: Department Health & Human Services. (NPARI)National Partnership Agreement on Remote Indigenous Housing

Agreement Deliverables: Support for completion of property upgrades as outlined in Development Deed for current repairs & maintenance Scope of Works.

Program: RAC Community Housing, 53 properties.

Rental Income: Based on current charges (75% m'rent) 2016-2017: \$474,968.00

Agreement: MOU Tenancy & Property Management outsourced to RHNL.

Agreement Deliverables: External Tenancy & property management. Including rent collection and responsive maintenance. Costs deducted from Rental Income.

Notes:

ASSET & INFRASTRUCTURE

Program	Program Excellence & Consistency
<p>Research and Knowledge Development</p> <p>Via development of a Service Level Agreement, the performance of the ICT Team against document KPIs will be monitored and reported. Through the collaboration with a partner organisation, skills and knowledge transfer will be enhanced, and exposure to alternate technologies and methods will occur.</p>	<ol style="list-style-type: none"> 1. Completion of asset audit 2. Development of ICT Asset Plan 3. Consolidation of servers and connectivity 4. Documentation of current IT infrastructure schema 5. Negotiation and development of an ICT Service Level Agreement, inclusive of documented call logging and resolution processes and timeframes. Targets are: Critical cases resolved within one working hour; Important cases resolved within eight working hours; Routine cases resolved within 24 working hours <p>Development of Intranet and Extranet platforms</p>
	<p>Staffing Excellence & Aboriginal Workforce</p>
	<p>Recruitment of a suitably qualified 1.0 EFT ICT Support Officer will enhance delivery of IT projects and day to day maintenance of business activities. It is intended to target ATSI candidates, and support a candidate to achieve formal qualifications if required. Once resources and expertise are at the required level, RAC could host placements of ICT trainees from GoTAFE.</p> <p>Once RAC has made significant progress toward its own ICT business plans, ICT expertise and support could be offered at an hourly rate to other Indigenous organisations that do not have capacity to employ this resource in-house.</p>
	<p>Succession & Leadership Development</p>
	<p>Throughout the recruitment process, potential Indigenous successors will be identified. When the opportunity arises, this person(s) will be asked to collaborate on projects that will enhance their skills and employability. Measurement will be via successful employment of a mentored trainee.</p> <p>In addition, it is planned that RAC will develop formal relationships with other organisations already partnered with under a Mou. This will facilitate skills transfer, secondment and backfill opportunities; and potential financial savings via a group purchasing arrangement.</p>

	<p>Program and Risk Management</p> <ol style="list-style-type: none"> 1. Employment of additional trained resources 2. Identification of asset and infrastructure requirements that will support a plan to replace PCs every three years, and servers every five years. 3. Development of a Service Level Agreement 4. Documenting current systems schema to facilitate disaster recovery, business continuity, and percentage of server 'uptime'. Target is 98% 5. Consolidation of activity so that efficiency and cost of service delivery is improved by the ability to remotely provide Help Desk activities, and by creating some system redundancy capacity. Target is 60% of logged cases resolved remotely. 6. Establishment of formal support and purchasing arrangements with at least one partner organisation (as defined under a MoU)
<p>Community Housing: Property & Portfolio Management</p>	<p>Program Excellence & Consistency</p> <ul style="list-style-type: none"> • Fortnightly meeting with Director A&I • Monthly reporting; <ul style="list-style-type: none"> ○ Vacancy Rates ○ Arrears ○ Tenancy issues ○ R & M issues ○ Incident Reports • Monitoring of outsourced Tenancy & Property Management • All T & P activities managed in accordance with Residential Tenancies Act Vic.1997 • Meeting NPARIH Guidelines as stated by Funding Body (DHHS). • NPARIH Progress Reports as prescribed by DHHS • Stock Utilisation: Work with tenants to address over/under utilisation of stock and facilitate transfers as appropriate • Fortnightly Team Meetings • Annual Tenant Satisfaction Survey • Contact and/or Home Visits to tenants • Link tenants to relevant support services as required to ensure health & housing well being • Aboriginal Community Housing Standards Victoria Accreditation • Annual Housing and Information Day event to promote awareness of Aboriginal Housing issues and services available

Staffing Excellence & Aboriginal Workforce

- Staff attend professional development and training to increase skill level
- Training to include, but not limited to, Agent's Representative, Tenancy & Property Management
- Cultural awareness training as per RAC Policy
- Undertake Annual Performance Review and Skills Assessment
- Participation in State ACHO forums
- Employ Aboriginal staff where opportunity

Succession & Leadership Development

- Identify key staff who have ability to fill in portfolio management role during planned leave
- Provide opportunity for staff to attend internal/external forums and events
- Share housing information at services area staff meetings

Program and Risk Management

- Monthly budget monitoring in consult with Directorate
- Compliance with DHHS & RAC Reporting requirements
- Full Property Condition Reports on Completion of R&M project 2016-17
- Review of Outsourced T& P Management to ensure best interests of RAC & Community are protected
- Random T & P file audit.
- Participate in development of sustainable rental models
- Participate in development of processes for future cyclical maintenance

Research and Knowledge Development

- Work toward uploading RAC data to and utilising CHINTARO database for T&P Management
- Reduced rental arrears
- Reduced vacant un-tenantable turnaround times
- Participate in quality review process
- Benchmarking against external ACH Organisations and sector standards

Community Housing: Project Management	Program Excellence & Consistency
	<ul style="list-style-type: none"> • Meeting NPARIH Guidelines as stated by Funding Body (DHHS). • NPARIH Progress Reports as prescribed by DHHS • RAC Community Housing stock have R&M works completed as per Scope 2016-17 • Housing Stock condition is improved • Link tenants to relevant support services as required to ensure health & housing well being • Advocacy and liaison with external contractors and tenants • Uphold tenant rights and responsibilities through the R&M project process
	Staffing Excellence & Aboriginal Workforce
	<ul style="list-style-type: none"> • Staff attend professional development and training to increase skill level • Cultural awareness training as per RAC Policy • Undertake Annual Performance Review and Skills Assessment • Participation in State ACHO forums • Employ Aboriginal staff where opportunity • Staff to have minimum level Cert IV Building and Construction qualification
	Succession & Leadership Development
	<ul style="list-style-type: none"> • Identify key staff who have ability to fill in project management role during planned leave • Provide opportunity for staff to attend internal/external forums and events • Share housing information at services area staff meetings
Program and Risk Management	
<ul style="list-style-type: none"> • Liability to RAC is reduced by maintaining stock to standard • Compliance with DHHS & RAC Reporting requirements • Full Property Condition Reports on Completion of R&M project 2016-17 • Participate in development of processes for future cyclical maintenance • Positive relationships built with key stakeholders 	

	<p>Research and Knowledge Development</p>
	<ul style="list-style-type: none"> • Utilisation of R&M project activities to form base for RAC Cyclic Maintenance plan Analysis of R&M project activity costings to develop base for schedule of costs in forward planning of R&M Asset Management Strategy
<p>Community Housing: RAC Housing Stock</p>	<p>Program Excellence & Consistency</p>
	<ul style="list-style-type: none"> • Extended ACHO Accreditation attained • Fortnightly meeting with Director A&I • Monthly reporting; <ul style="list-style-type: none"> ○ Vacancy Rates ○ Arrears ○ Tenancy issues ○ R & M issues ○ Incident Reports • Link tenants to relevant support services as required to ensure health & housing well being • Uphold tenant rights and responsibilities to equitable, fair, safe & affordable housing • Tenant satisfaction survey • All T&P activities conducted in accordance with Residential Tenancies Act1997 • Property Condition Inspections conducted twice yearly.
	<p>Staffing Excellence & Aboriginal Workforce</p>
	<ul style="list-style-type: none"> • Cultural awareness training as per RAC Policy • External service providers to undertake Cultural Awareness training • Employ Aboriginal staff where opportunity • As per RAC Procurement Policy, promote utilisation of Aboriginal contractors for R&M on RAC Properties
	<p>Succession & Leadership Development</p>
	<ul style="list-style-type: none"> • Positive relationships built with key stakeholders • Share housing information at service area meeting staff meetings • Identify key staff who have ability to fill in portfolio management role during planned leave • Shadow T&P Management provider

	<p>Program and Risk Management</p> <ul style="list-style-type: none"> • Annual Review of Outsourced Tenancy & Property Management agreement to ensure best interest of RAC and Tenants are protected • Participate in development of sustainable rental models • Ensure that External Service Providers work within Legislative guidelines- <ul style="list-style-type: none"> ○ RTA ○ WHS • Monitor Stock utilisation & condition to ensure fit for purpose use • Monthly budget monitoring in consult with Directorate • Maximise rental income through managing maintenance costs & reducing arrears • Investigate potential for RAC to increase revenue through Private Rental Roll in future <p>Research and Knowledge Development</p> <ul style="list-style-type: none"> • Improve quality & accuracy of data and timely reporting through shared utilisation of CHINTARO(RAC & Agent) • Participate in quality review process • Benchmarking against external ACH Organisations and sector standards
<p><i>Maintenance – Internal and External</i></p>	<p>Program Excellence & Consistency</p> <ul style="list-style-type: none"> • Training opportunities for certification by GoTafe have been identified e.g. Certificates III and IV in Parks and Garden Maintenance. These will be rolled by end 2016 • A rolling schedule of Test & Tag training and 'above ground' maintenance and safety training will be undertaken, commencing October 2016 • As opportunities arise, RAC staff will collaborate and skill share with RADCOM staff, in areas of maintenance and construction • Outcomes will be measured by successful course completion and consistent safe practise <p>Staffing Excellence & Aboriginal Workforce</p> <ul style="list-style-type: none"> • Recruitment will be targeted to ensure provision of employment and training opportunities for Aboriginal people, including gender diversity • Target of 90% Aboriginal staffing

	<p>Succession & Leadership Development</p>
	<ul style="list-style-type: none"> • Longer term staff will mentor new and less experienced employees • Through regular meetings with Director Assets and Infrastructure, task delegation will occur and likely succession candidates will be identified and mentored
	<p>Program and Risk Management</p>
	<ul style="list-style-type: none"> • Internal and external client satisfaction surveys will be conducted annually. This will inform team development and training plans for the coming year • Annual safety inductions will be undertaken and documented • Specific equipment induction will be undertaken and documented • Equipment maintenance register to be developed by end November 2016 • Financial sustainability of external maintenance program will be monitored by Director Assets and Infrastructure and CFO jointly
	<p>Research and Knowledge Development</p>
	<ul style="list-style-type: none"> • Development of and reporting against the following will improve program quality and efficiency: <ul style="list-style-type: none"> ○ Equipment Maintenance Register ○ Program P&Ls ○ Client Satisfaction Surveys ○ Numbers of external clients purchasing RAC maintenance team services. 2017 target of 100 households