



2025 - 2027

STRATEGIC PLAN



THE ARTWORK

This artwork detail is from, MADEC (2023) and is the cover artwork of our Reconciliation Action Plan. It was created by Yuwaalaraay man, Gordon Lister.

This painting reflects MADEC's role in the community as a 'Safe, Secure and Local' provider. By incorporating the MADEC logo into his design, Lister tells the story of MADEC's vision of an inclusive community that is empowered, supported and respected.

ACKNOWLEDGEMENT OF COUNTRY

MADEC wishes to acknowledge the Yuwi, Giya, Biri and Yuru people; Traditional Custodians of the land on which we operate. We pay our respects to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander people today.

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Cover: Supported Independent Living NDIS Participant Skye on winning a silver medal for 3x3 Basketball at the Central Queensland Special Olympics.



FROM THE CHAIR & CEO



MADEC has a proud history of serving the Mackay region for over 50 years. Starting out its life as a pioneering resource centre for libraries and teachers, today it serves the Mackay and Whitsunday regions, making a difference in the lives of young people through the Youth Empowerment Support Service and provision of Out of Home Care as a Licensed Child Safety Provider, and persons with disability as a National Disability Insurance Scheme (NDIS) Provider.

Like all community service organisations throughout Australia, the Board of Directors, Chief Executive Officer and Senior Leadership Team are faced with:

- The impacts and implications of the Disability Royal Commission and ongoing reform to the NDIS;
- Changes to Youth services in Queensland;
- The dynamics, forces and trends of customers, markets and competitors;
- The realities and practicalities of the current governance, organisational and service issues and improvements that must be addressed.

Through a facilitated and collaborative strategic planning process, the Board, Chief Executive Officer and Senior Leadership Team have focused on both the challenges and the opportunities before them in developing this Strategic Plan (January 2025 – December 2027).

The Strategic Plan recognises the need to continue strengthening MADEC as an organisation, and strengthen how it connects and engages with community.

Staff, client and community engagement and input will be critical to the implementation of the Strategic Plan, along with focused and disciplined leadership of the Board, Chief Executive Officer and Senior Leadership Team to ensure MADEC's services are financially sustainable, and therein the entire organisation is able to fund its future strategies and projects.

The Board, Chief Executive Officer and Senior Leadership Team also want to grow the outcomes and impact MADEC delivers, first and foremost, in the Mackay region and thereafter potentially other regions/communities.

The vision of MADEC, to create an inclusive community that empowers, supports and respects all individuals is critical to so many people's lives. We continue to strive towards our vision.

Brooke Morvinson
Chairperson

Jasmine Lowry
Chief Executive Officer

Above: Brooke Morvinson, Chairperson **Below:** Jasmine Lowry, Chief Executive Officer

**WE SUPPORT YOUNG
PEOPLE AND PERSONS
WITH A DISABILITY TO BE
PART OF THE COMMUNITY,
EMPOWERING THEM IN
LEADING REWARDING LIVES.**

OUR VISION, MISSION & VALUES

Our vision, mission and values statements provide a platform for our individual, team and organisational attitudes, behaviours and work practices now and into the future.

Established in 1973 as the Mackay and District Education Centre, MADEC was initially a pioneer resource centre for teachers in Mackay and the surrounding region. Over the years we have proved to be adaptable and responsive to community needs, with the organisation transitioning from a teacher and training focus to a youth and disability service. We became recognised as a Public Benevolent Institution in 2014, and are a registered National Disability Insurance Scheme (NDIS) Provider and Licensed Child Safety Provider in Mackay.

Our Vision is to create an inclusive community that empowers, supports and respects all individuals.

Our Mission is to empower and support people to do their best.

Our Values are:

Person-centred

The needs and rights of people is at the centre of everything we do.

Trust

We build trust through honesty, respect and by following through on commitments.

Empowerment

We are here to empower people to develop life skills, have a voice and be heard.

Community

We believe that the best results occur when we work together to support all individuals.

Excellence

We strive for continuous improvement and are committed to going above and beyond in our service.



Image: Supported Independent Living NDIS participant Abby relaxes at home.



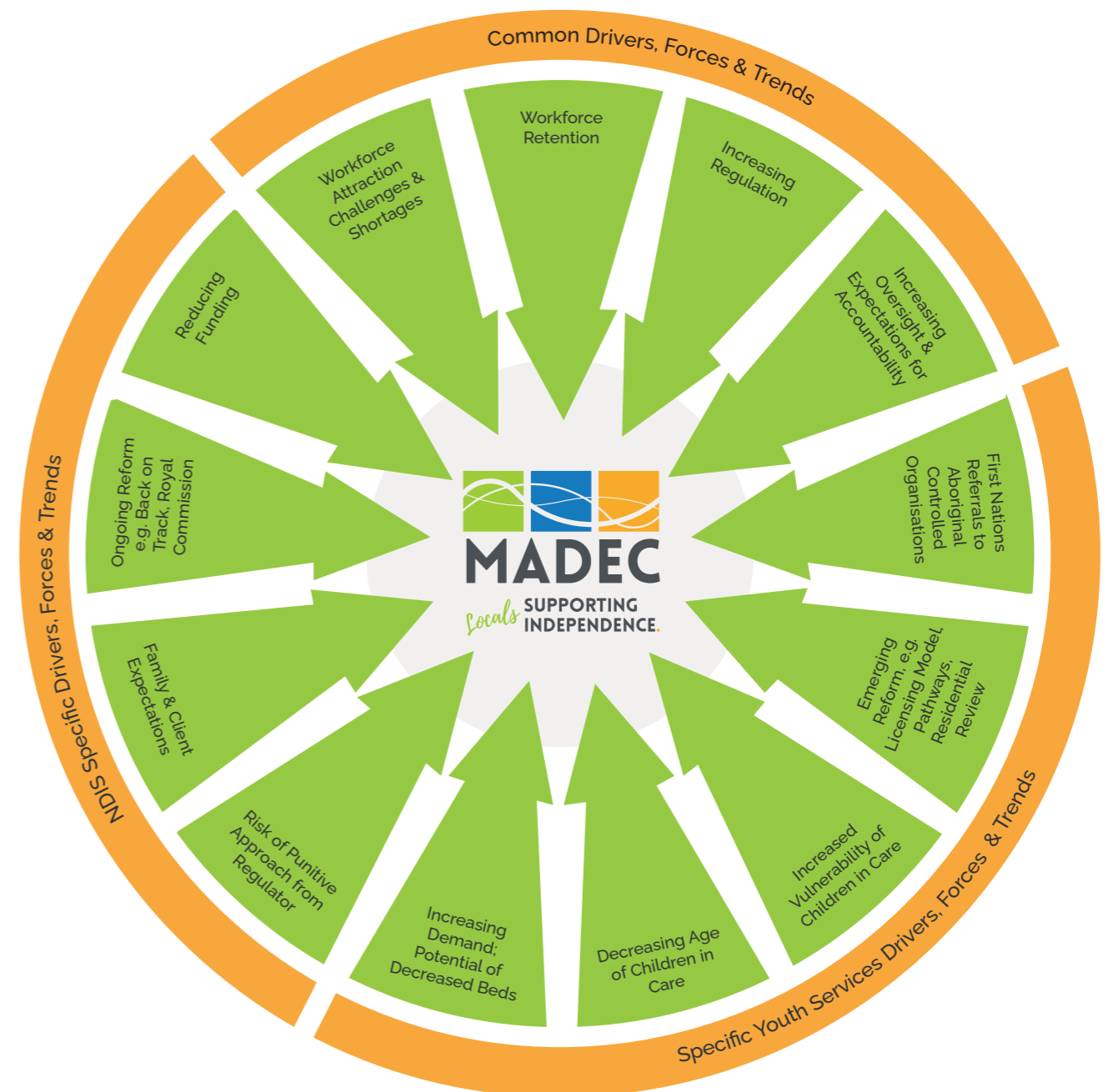
Image: Supported Independent Living NDIS participant Andrew.

NDIS & YOUTH SERVICES TODAY

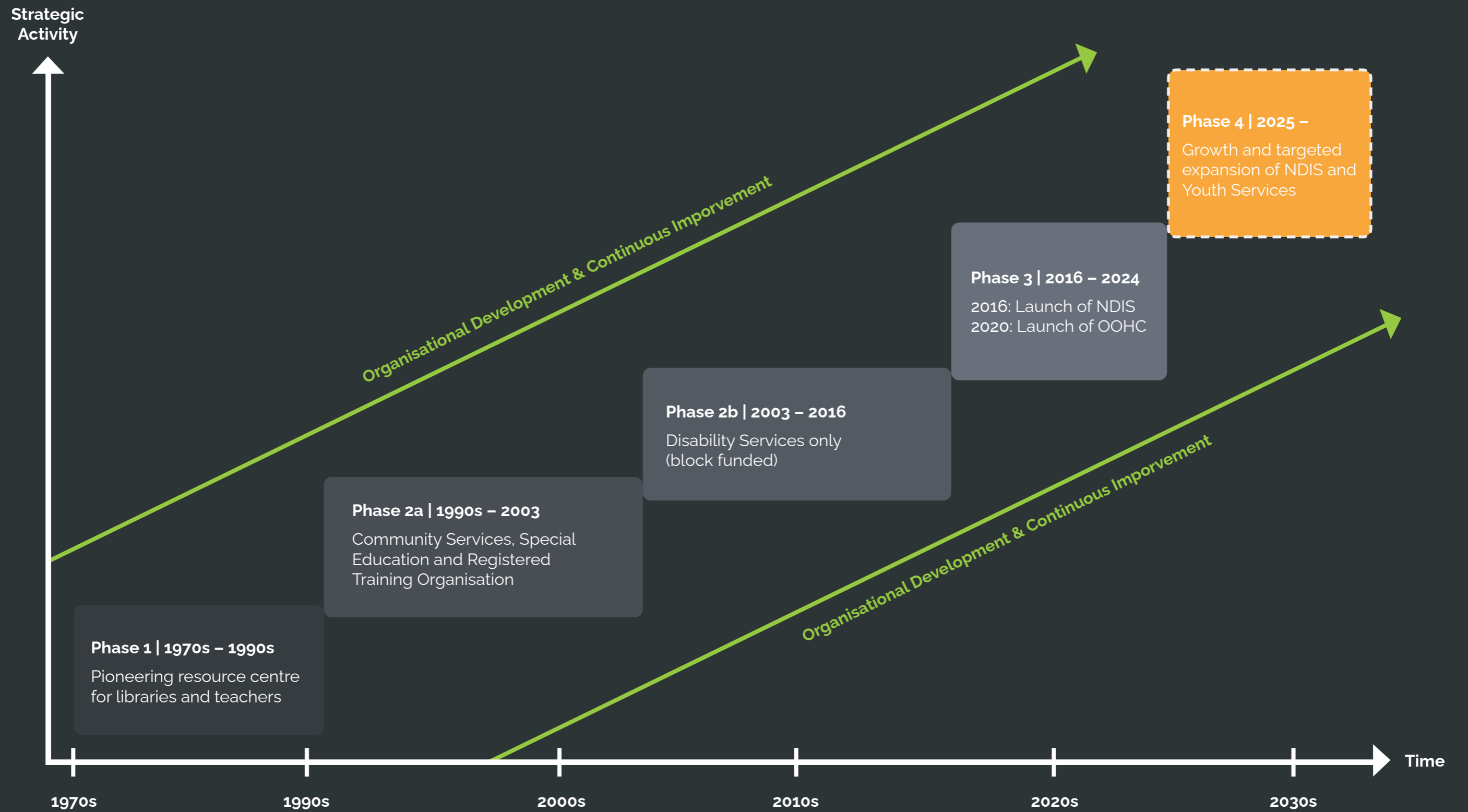
THEIR KEY DRIVERS, FORCES & TRENDS

MADEC is impacted by a range of external drivers, forces and trends.

Across our NDIS and Youth Services divisions there are some commonalities in the external drivers, forces and trends, and some key differences. These are illustrated in the chart below. Our ongoing success relies on our ability to monitor and adapt to these influences.



OUR STRATEGIC JOURNEY, OUR STRATEGIC DESTINY

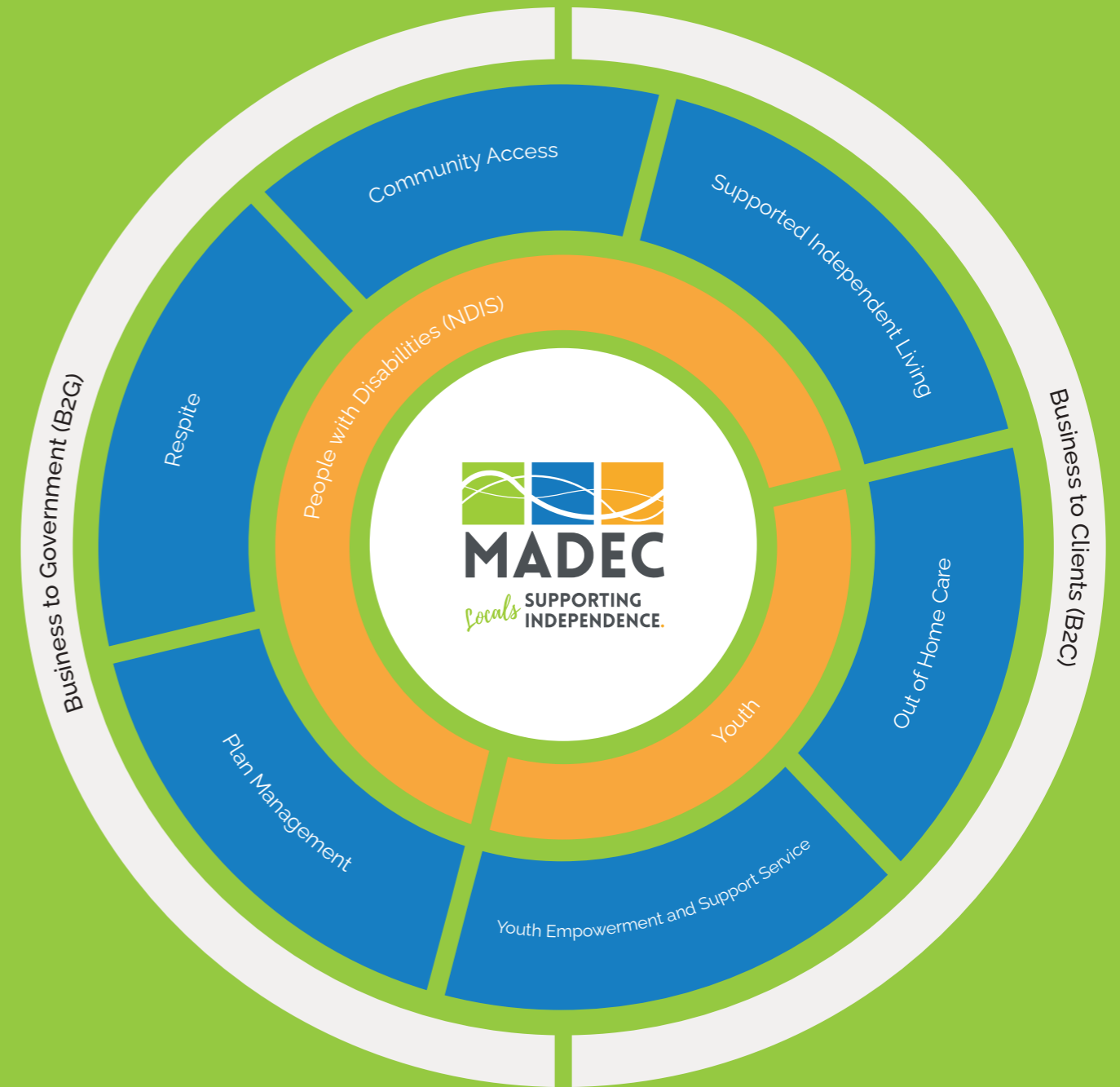


OUR BUSINESS MODEL TODAY

MADEC's current Business Model services two client types: people with a disability (NDIS) and youth services.

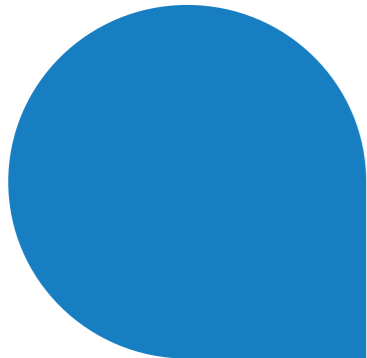
Key Descriptors of Our Business Model Today

- NDIS services provide 60% of MADEC's revenues, youth services 40%.
- MADEC's NDIS services operate via the dual market channels of:
 - **Business to Government (B2G):** NDIS is funded and heavily regulated by the Australian Government. MADEC must meet their requirements, rules and expectations to receive funding; but
 - **Business to Client (B2C):** services are delivered in a customer driven, competitive marketplace where clients have choice and control, MADEC must attract and retain clients by meeting their, and their partner's, family's, and/or carer's, requirements and expectations.
- MADEC's youth services operate via the market channel of Business to Government (B2G); the service is funded and regulated by the Queensland Government, with referrals for client service provision via professional pathways/stakeholders.



Legend

- Client Categories
- Service Categories
- Market Channels



Left: Supported Independent Living NDIS participant Kathy. **Right:** A young person participates in the Youth Empowerment Support Service (YESS) fitness workshop 2024.

**“MADEC STAFF ARE
RELATABLE, SUPPORTIVE
AND TRULY MAKING A
DIFFERENCE.”**

YOUTH SERVICE STAKEHOLDER

2024 Stakeholder Survey



Image: Community Access NDIS participant John, gardening.

OUR STRATEGIC PLAN

2025 - 2027

Strategy 1 Client Engagement & Client Experience

MADEC will advance its commitment to person-centered values and approaches by refining existing frameworks and developing innovative practices. The focus will be on enhancing clients' overall well-being through human rights-based, personalized supports that maximize inclusion, engagement, and dignity.

Who
All Personnel

Timeframe
January 2025 –
December 2027: Full
strategy implementation

June 2025: Client Value
Proposition (CVP) launch

July 2026: Interim
evaluation to assess
progress and implement
any adjustments

Project 1.1

Review and refine existing engagement mechanisms to identify and implement innovative improvements. Strengthen the capacity of the MADEC Board, Chief Executive Officer, Senior Leadership Team, and staff to listen actively to clients, partners, carers, and families. Enable these groups to participate in meaningful organisational processes and service co-design initiatives, ensuring their voices drive service continuous improvements.

Project 1.2

Develop and launch a client value proposition that emphasizes client rights, wellbeing, dignity, and enriching experiences. With an aim to ensuring all communications and service offerings reflect these principles.

Project 1.3

Build an inclusive community network that empowers clients to engage with volunteers, community groups and local partners. This social impact initiative will foster a supportive community that promotes client well-being, autonomy, and a sense of belonging.

Metrics

- Results and trends of annual client, partner, family and/or carer surveys
- Results and trends of general client, partner, family and/or carer feedback
- Completion rate and quality of projects designed to enhance engagement, delivered within specified timelines and budgets
- Achievement rates of client-driven experiences and personal goals.
- Results and participation in cultural plans and activities aligned with client needs

Client Outcome

Clients experience improved well-being and quality of life through enhanced autonomy, cultural support, and opportunities for meaningful engagement, empowering them to fully exercise their human rights in a supportive and inclusive environment.

Strategy 2 Existing Service Growth & Expansion

MADEC will ensure all existing service categories are sustainable and leverage its expertise to expand these services, primarily in the Mackay region and targeted new regions. MADEC will build a robust referral pipeline to facilitate seamless transitions for individuals of all ages, including young people, into home and living services, ensuring comprehensive support and integration tailored to diverse needs.

Who

Disability Services Manager, Youth Services Manager & Chief Executive Officer

Timeframe

January 2025 – December 2027

Project 2.1

Annually identify and action opportunities for growth of existing service categories in the Mackay region, and if approved by the Board, targeted new regions.

Project 2.2

Strengthen referral pathways by building relationships with other professionals and organisations, including OOHC transition partners, to provide a comprehensive network for client transitions and new referrals.

Metrics

- Growth of existing services and expansion into targeted new regions meet Board-approved targets.
- Documented referral pathways and partnerships with OOHC transition partners and other key stakeholders, contributing to sustained client growth.
- Financial metrics approved by the Board for service sustainability.
- Further metrics as discussed and agreed by the Board, Chief Executive Officer, and Senior Leadership Team.

Client Outcome

Clients experience continuity of care and seamless transitions through strengthened referral networks and partnerships that support long-term engagement with MADEC services.

Strategy 3 Business Development & Diversification

MADEC will utilise the development of an annual Business Development Plan, and associated business cases, to initiate new client categories and/or new service categories within disability (NDIS) and youth, providing for sequential and logical growth outside of existing client categories/service categories.

Who

Senior Leadership Team

Timeframe

January 2025 –
December 2027: Full
strategy implementation

2025 – 2026:

- Specialized Housing
- Mergers and Acquisitions
- Licensed OOHC & OSD in Mackay and Whitsundays
- Hospital Referrals and Palliative Care.

2026 – 2027:

- Specialized Housing
- Mergers and Acquisitions
- Licensed OOHC growth into other regions.
- NDIS growth into other regions.
- Hospital Referrals and Palliative Care.

Project 3.1

Annually develop and implement a Business Development Plan and associated business cases, aligned to Board approved priorities, to explore and approve new client categories/service categories (subject to business case results).

Project 3.2

Identify opportunities for partnerships, fundraising and sponsorship.

Metrics

- Annual Business Development Plan approved by the Board at the end of every calendar year for the following year.
- Business cases to allow informed Board decisions on foci of Business Development Plan delivered on time, to specifications and within budget
- Growth of new services and expansion into targeted new regions meet Board approved targets and financial metrics
- Further metrics as discussed and agreed by the Board, Chief Executive Officer & Senior Leadership Team

Client Outcome

Clients receive enhanced serviced offerings.



**“TALKING WITH MY SUPPORT
WORKER AND GOING OUT
WITH THEM IS WONDERFUL.”**

MADEC PARTICIPANT

Strategy 4 Housing Strategy

MADEC will explore opportunities to leverage existing land holdings, supporting MADEC's vision for sustainable OOHC housing and community infrastructure. The strategy will also include developing partnerships with Community Housing Providers (CHPs), local governments, and funding bodies to maximise opportunities for housing development.

Who

Chief Executive Officer
& Business Services
Manager

Timeframe

February 2025:
Finalisation of the
Housing Strategy

**March 2025 – December
2027:** Implementation of
the Housing Strategy

Project 4.1

Conduct a comprehensive investigation into the potential for housing development. If feasible, implement a Housing Strategy that aligns with MADEC's objectives for OOHC accommodation and broader community infrastructure needs within its service footprint.

Project 4.2

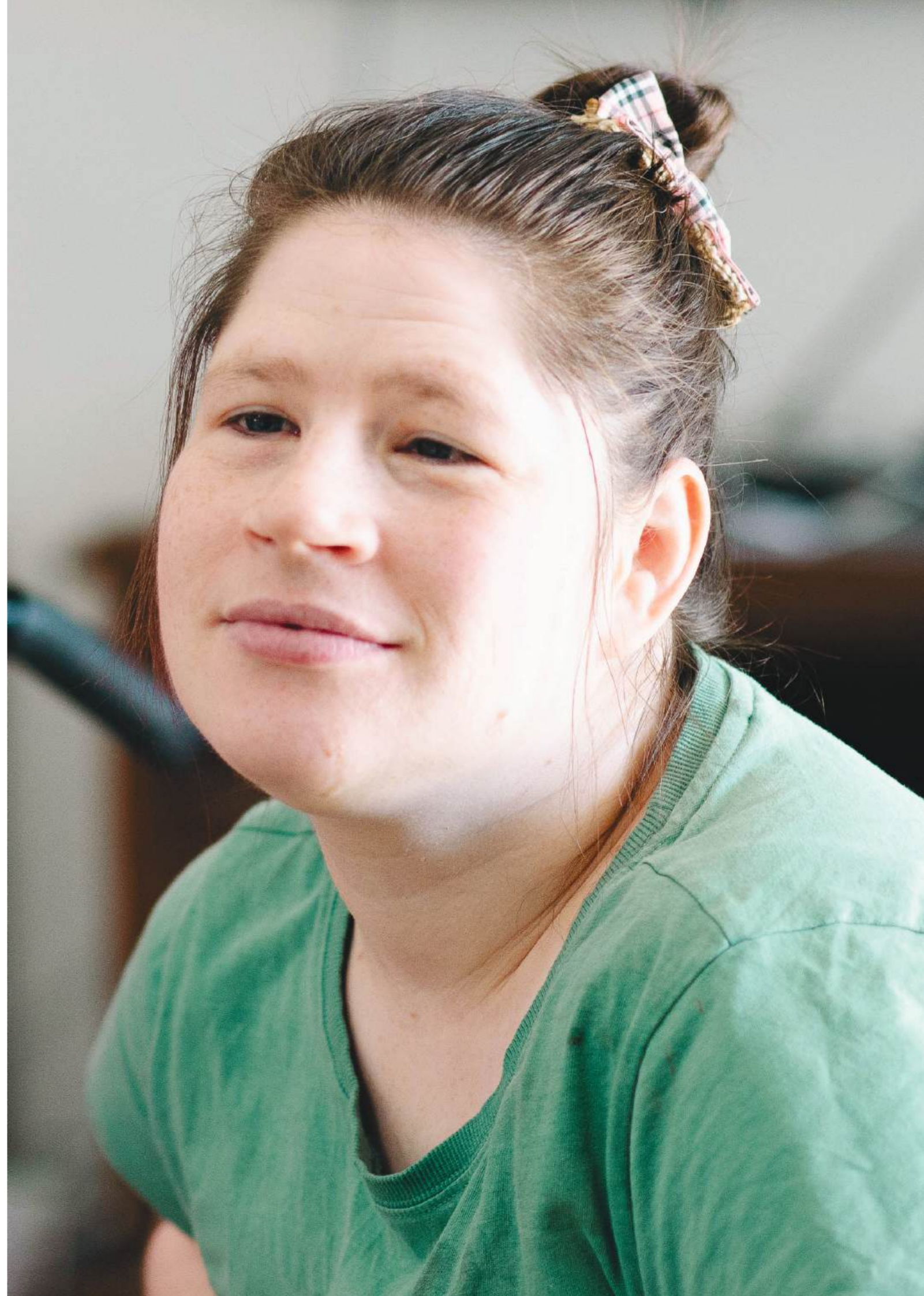
Foster partnerships with CHPs, local governments, and funding bodies to secure resources and expertise for sustainable housing initiatives.

Metrics

- Housing Strategy draft delivered by September 2024 and final by February 2025.
- Execution of Housing Strategy projects, meeting timelines, specifications, and budget requirements.
- Documented partnerships with CHPs, local governments, and funding bodies, contributing to resource alignment and project feasibility.
- Additional metrics to be determined and approved by the Board, Chief Executive Officer, and Senior Leadership Team.

Client Outcome

Clients and community members benefit from improved access to sustainable, long-term housing solutions through strategic partnerships and innovative community infrastructure.



Strategy 5 A Strong Workforce and Organisation

MADEC's strength lies in its people and internal capabilities, which form the foundation for delivering exceptional client experiences. This strategy focuses on fostering a motivated, skilled workforce and building a resilient, well-governed organisation equipped to adapt to changing needs. By prioritising workforce development, community engagement, and infrastructure enhancements, MADEC will ensure it continues to exceed client expectations and strengthen its impact within the community.

Who

Board and Senior Leadership Team

Timeframe

January 2025 – December 2027: Full strategy implementation

June 2025: Completion of the comprehensive ICT review and initial Digital Technologies Plan

Key Pillars

- 1. Workforce Planning and Human Resource Management**
MADEC will implement contemporary workforce strategies to attract, retain, and support skilled staff and volunteers. Through investments in staff development and talent alignment with client needs, MADEC will maintain a motivated, capable workforce that consistently meets or exceeds client expectations.
- 2. Community and Stakeholder Engagement**
MADEC will deepen relationships with individuals, families, local businesses, government bodies, and other key stakeholders across the service area. By demonstrating impactful outcomes in community-building and inclusion, MADEC will establish itself as a trusted and recognized leader in the community sector.
- 3. Technology and Systems Integration**
MADEC will adopt secure, interoperable software systems to support the Board, CEO, Senior Leadership Team, and staff in fulfilling their responsibilities. These technology investments will streamline operations, enhance data security, and elevate client service quality, positioning MADEC to adapt to evolving client needs and maintain service excellence.

Project 5.1

Develop and implement an Employee Value Proposition to attract and retain employees, supported by an annual Learning and Development Plan. This includes cross-sector training for youth and disability staff and enhancements in employee support, training, and entitlements.

Project 5.2

Create and implement an annual Community Development and Engagement Plan, focusing on relationship-building and community events that enhance inclusion and demonstrate MADEC's role in strengthening communities, both independently and in collaboration with partners.

Project 5.3

Conduct a comprehensive review of existing digital technologies and develop a plan focused on automating administrative tasks and enhancing system usability for staff, volunteers, and clients.

Project 1.5.4

Establish an annual Board and Leadership Program for professional development, aimed at fostering collaborative leadership and capacity building among the Board, CEO, and Senior Leadership Team to support organisational transformation and growth.

Project 1.5.5

Identify and develop opportunities for MADEC to lead and connect with other organisations in the youth and NDIS service sectors. These initiatives will facilitate knowledge exchange and collaboration within the region, enhancing MADEC's influence and service quality.

Metrics

- Approval and implementation of the annual Learning and Development Plan, tracking retention rates, vacancy trends, and staff survey results.
- Annual Community Development Plan approval and execution, with recognition of partnerships in the Annual Report or awards.
- Completion of the ICT review by June 2025, with annual updates to the Digital Technologies Plan approved by the Board.
- Approval of the annual Board Program of Works and Governance Improvement Plan.
- Projects related to Board and governance improvements delivered on time, to specifications, and within budget.
- Further metrics as discussed and agreed by the Board, Chief Executive Officer, and Senior Leadership Team, applicable across all areas.

Client Outcome

Clients benefit from a highly skilled, motivated workforce and an organisation that is well-equipped to deliver exceptional, person-centered care. This ensures their rights are respected and fosters a sense of inclusion and belonging.



**“IT’S ABOUT EMPOWERING
OUR PARTICIPANTS AND
BEING AN INCLUSIVE
COMMUNITY, TO BE ABLE
TO MAKE SURE THEY CAN
ACHIEVE WHAT THEY WANT
TO ACHIEVE IN LIFE.”**

NDIS SERVICE COORDINATOR

KEY RISKS OF OUR STRATEGIC PLAN

The Board, Chief Executive Officer and Senior Leadership Team have identified key risks to the implementation of the Strategic Plan. The Board, Chief Executive Officer and Senior Leadership Team will ensure these and other risks identified as part of implementation are addressed through MADEC's existing organisational-wide risk management processes.

Continued service delivery and growth reliant on maintaining relevant licenses/accreditations

Securing & retaining workforce for existing and new service growth

Potential impact from funding model decisions/changes

Current NDIS clients choose other providers, impacting cash flow and profitability

Competitor moves or decisions

Implementation of feasibility reports/business cases: turning theory into action

Change in Queensland or Australian Government, resulting in funding or program changes

Limited housing stock to meet client/service needs

Ability or willingness to appropriately resource strategy implementation

Planned growth of existing service categories reliant on reputation in key areas

Sequential growth reliant on stable organisation, staffing and quality

Willingness of staff to participate and work towards desired strategic future



Above: The MADEC Board.
Below: The John E Smith Respite Home.

ENDORSEMENT STATEMENT

The MADEC Board has reviewed and discussed the MADEC's Strategic Plan, January 2025 to December 2027 and has agreed to support and finance its implementation subject to detailed and agreed financial documentation being presented, when and where required.

The Board seeks the implementation of the MADEC's Strategic Plan, January 2025 to December 2027 via the Chief Executive Officer.

The quarterly monitoring and annual review of the MADEC's Strategic Plan, January 2025 to December 2027 will be the prime responsibility of the Board.

In so doing, the Board recognises and acknowledges that by appropriately governing the organisation, in particular working closely with the Chief Executive Officer and Senior Leadership Team, the various strategies and projects contained in this document can be enacted for the benefit of clients, along with their partners, carers, families and communities.

B Morvinson
Brooke Morvinson
Chairperson

2 December 2024

J Lowry
Jasmine Lowry
Chief Executive Officer

2 December 2024

FURTHER INFORMATION

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