



STRATEGIC PLAN

2020-2023



Wominjeka

Interchange Outer East acknowledges the Wurundjeri People of the Kulin nation as the traditional owners of the land on which we operate. We pay respect to Elders, past, present and emerging.



WHAT WE DO

We develop and deliver services to children and young people with disabilities and their families.

WHY WE DO IT

- **To enhance family wellbeing**
- **To build inclusive communities**
- **To engage and support children & young people with disabilities**

We support families.

Family wellbeing has always been and will always be at the core of everything we do. This means building strong relationships between families and our team, underpinned by listening and trust.

We engage and empower children and young people with disabilities.

We operate within a human rights framework that respects the dignity of all individuals. For us and our community, this is about children and young people having opportunities to deepen relationships, have fun, develop skills, enhance health and wellbeing, and build independence.

We build inclusive communities.

We value our community and encourage everyone to make a contribution. This builds inclusive, cohesive and equitable communities. Our community includes a range of people, such as families, children and young people, our team of staff and volunteers, partners and other community members.



At Interchange Outer East, we are passionate about people, creating opportunities and having fun.



OUR BELIEFS

Along with our what and our why, our beliefs bring us together as a team and bring out the best in us.

FAMILY FOCUS

We acknowledge and celebrate the value of every member of the family, and the importance of the family unit. Families of people with disabilities have the right to dream, plan and achieve their goals as all families do. Generally, the longest, most secure relationship that people have is with their families. So people with disabilities are best supported when their family have the resources and assistance they need.

HUMAN RIGHTS

We focus on upholding and promoting human rights – freedom, dignity, equity and respect, of all people in the community. We also acknowledge that the systematic and historical inequities experienced by people with disabilities and other cohorts within our community must be addressed. Specifically, we will focus on three key areas within human rights to enhance and support our community: child safety; freedom from violence and abuse; and embracing and promoting diversity.

COMMUNITY

We strongly believe that everyone has a role to play in creating inclusive communities. That's why IOE is a coalition of families, employees, volunteers and partners, in which everyone is an active community member. By adopting a community approach, we help families to meet with other families who understand their experiences. We also help volunteers to learn new skills, increase understanding and awareness in the broader community, and provide invaluable support to families and employees.

TRUST

At IOE, our relationships are built on trust, which means we listen, share and we are honest. A big part of this is knowing that we will, and do, make mistakes. When these mistakes happen, we say sorry, fix what we can and keep moving.

FUN

We foster a culture of fun and friendship at the basis of all our services. We strive to create a safe environment where people can be themselves, build natural friendships and benefit from peer support and social connection.

OUR ENABLERS

Our enablers underpin our approach and success. They are at the forefront when implementing our strategic priorities.



LISTENING AND COLLABORATING

We work with the IOE community, not to or for them. For us, this is about transparency, seeking feedback and ideas, and creating an open, welcoming environment.



BEING FINANCIALLY SUSTAINABLE

We are a for-purpose organisation, not a for-profit one. We also recognise that we need to be financially viable to deliver quality services, and have the flexibility to innovate and invest, in support of our purpose.



ADAPTING AND INNOVATING

We don't stand still at IOE. Instead, we ask questions, we challenge assumptions, we try new things, we learn and we move forward. It's ultimately about always looking for better ways of working, both big and small.



OUR PRIORITIES

Working towards 2023

GREAT TEAM
HIGHEST QUALITY
INCREASED ACCESS



GREAT TEAM

Our team includes our staff, volunteers and board; without them, nothing else is possible. That's why we support and treasure our team and culture to ensure we have the right approach, attitudes and capabilities to service our community.

By 2023, great team looks like:

- ✓ Our team better reflects our community in terms of gender, age, sexuality, cultural diversity and life experience.
- ✓ Everyone at IOE has access to training, learning and development opportunities.
- ✓ Our team are supported and feel part of the IOE community, which supports us to increase retention year-on-year.
- ✓ Community members who volunteer with us provide positive feedback about their volunteering experience.
- ✓ We fill vacant positions in a timely manner through a range of access points to IOE, including internal promotions, volunteering opportunities, offering junior roles, internships and traineeships, and running pathways to work programs.

To achieve this, we will:

- Increase diversity and inclusion at all levels of our organisation.
- Invest in enhanced training and learning opportunities for existing and new team members.
- Develop a mentoring program.
- Protect our values and culture, enhance our internal communications and decision making processes, and create opportunities for our team to get to know each other as we grow.
- Continue to run an effective volunteer program that provides a range of options for volunteers, such as time-based and project-based volunteering.
- Have a blended workforce, with a mix of casual and permanent positions based on individual choice and career paths.
- Explore innovative initiatives and partnerships with education and services providers to drive recruitment outcomes.



HIGHEST QUALITY

We ensure our services are excellent and inclusive. This is about being responsive to families, children and young people, and communities.

By 2023, highest quality looks like:

- ✓ Every member of our team is responsible for quality, which supports IOE to go beyond legislative and compliance requirements.
- ✓ Families trust us, provide us with honest feedback and come back to IOE because we support them to achieve their goals.
- ✓ We are a people based service that uses technology and the right data at the right time to enhance our decisions, actions, support, and connections with families and team members.
- ✓ Our community consultation involves a representative sample of our service users and the broader community.
- ✓ Our hub model is defined by local connections, community engagement and consistent service delivery that is responsive to individual and family needs.
- ✓ Our office and facilities are places our team and community want to go to connect with others and achieve their goals.

To achieve this, we will:

- Ensure quality is part every member of our team's role through training and clearly defined responsibilities that focus on disability and child safety standards.
- Develop a strong consultative approach with families, individuals and communities so our services are more relevant, and we prioritise based on need and demand.
- Look for continual improvements and innovations in our core services across all points of delivery, including recognising and learning from the mistakes we make.
- Bolster our digital systems and capabilities, and our evidence base and evaluation, to enable a seamless and efficient service delivery experience.
- Explore ways to meaningfully engage with those in our community who we don't often or normally hear from.
- Continue to develop and strengthen our hub model.
- Invest in our facilities, equipment and environmental sustainability as we grow.



INCREASED ACCESS

As an organisation who has experienced significant growth of late, the years ahead are about consolidating our previous growth and looking for other opportunities that will increase community access. We will resource and scale our services, partner with other organisations and develop new programs so that our community has better access to services and support.

By 2023, increased access looks like:

- ✓ No one in outer eastern Melbourne is on our family support wait list (i.e. the time from making an enquiry to accessing a service) for more than six months.
- ✓ Our programs and services are suitable for people with different demographics, backgrounds and life experiences.
- ✓ We have diversified revenue that includes NDIS and non-NDIS funding so all children and young people with disabilities and their families in our community can access our programs and support.
- ✓ We have tested and rolled out new services that families, children and young people in Outer Eastern Melbourne need, want and use.
- ✓ We have strong referral pathways and other partnerships so children and young people with disabilities and their families has seamless access to services in and around Outer Eastern Melbourne.

To achieve this, we will:

- Focus on scaling our current services and developing effective referral pathways to better meet community demand.
- Listen to and communicate with all parts of our community so we understand their needs, and so they know about us and what we offer.
- Deliver inclusive services that are responsive to cultural diversity, sexuality, and other demographic factors and life experiences.
- Further develop partnerships with community groups and corporate foundations to create and deliver specific services not supported by the NDIS.
- Design and provide new services for children and young people with disabilities to address the needs of families and individuals.
- Strengthen mutually beneficial collaborations with values-aligned service providers, both in the disability and other sectors.

Embracing and celebrating diversity

IOE is focused on ensuring that our community is welcoming, accessible and supportive of all people. In particular IOE undertakes to engage and work effectively with people who:

- Have Aboriginal or Torres Strait Islander background
- Are from a diverse cultural background
- Identify as sexually and/or gender diverse and gender nonconforming
- Are neurodiverse





Main Office

5-7 Yose St
Ferntree Gully VIC

Ph: 03 9758 5522

Fx: 03 9758 5899

Email: ioe@ioe.org.au

KNOX HUB

280 Dorset Rd
Boronia VIC

Ph: 9761 3127

Yarraburn

1 Park Rd
Yarra Junction VIC

Ph: 5967 2433

YARRA RANGES HUB

212 Main St
Lilydale VIC

Ph: 9758 5522

Network Lilydale

Shops 1 & 2 Clarke St
Lilydale VIC

Ph: 9738 7877

Alt: 9737 6777

MAROONDAH HUB

1/14 Railway Cres
Croydon VIC

Ph: 9758 5522

Enterprises Site

5 Sylvia St
Ferntree Gully VIC

Ph: 9758 5522

www.ioe.org.au