

Jobs Australia  
Strategic Directions 2014-2018

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### **Jobs Australia Strategic Priorities 2014 - 2018**

#### **Mission**

Jobs Australia supports and represents the interests of non-profit employment and related service organisations that exist to achieve a fair and equitable Australia.

#### **Vision**

A fair and equitable Australia.

#### **Jobs Australia's values:**

**Ethical, transparent and accountable approaches** to all our activities and relationships.

**Consultation** with our members to ensure their views are reflected in our policies and services positively influence the future.

**Strong leadership and bold decision-making** to positively influence the future.

**Engagement and collaboration** with others in building a better society.

**Respectful and people-centred approaches** to human and community development.

The **commitment** of our people.

**Independence and social enterprise.**

Investment in and promotion of **innovation and good practice.**

**Professionalism and relevance** in all aspects of our operations.

**Environmentally sustainable approaches** to our work.

### **About Jobs Australia**

Jobs Australia is the national peak body for non-profit organisations that assist unemployed people to get and keep jobs. We provide an independent voice for members who range from large charitable organisations to small local community based agencies. Jobs Australia helps members to make the most effective use of their resources and promotes the needs of unemployed people for the services and support that will help them to participate fully in society.

Jobs Australia is the largest network of employment and related service providers in Australia. We are proud to be fully funded by and accountable to our members.

In its framing of future strategic directions, the Jobs Australia Board is fully cognisant of the rapidly changing and challenging environment in which our members are operating. The Board seeks to reposition the organisation as the lead agent of a member-driven **movement** rather than a traditional member-based **peak body**. This will involve iterative changes (to be implemented from 2014 to 2018) in its structures and services which will enable Jobs Australia to operate at scale, to continue to influence relevant policy and to provide valuable aggregated services and products to a larger set of members. Jobs Australia's services will assist our members to achieve competitive advantage and, as a movement, to become greater than the sum of their individual parts.

**Strategic Objectives:** *Jobs Australia's Strategic Objectives provide a framework for the future development of the organisation and will inform and guide our delivery of our strategic directions and our assessments of the impact of our work and the iterative implementation of our new approach.*

**Increase service scale:**

Jobs Australia will expand and scale up the suite of services which it delivers to its members. This will enable Jobs Australia to deliver greater value to members whilst achieving member growth and diversification and increasing organisational influence within and beyond the employment services sector.

**Member diversity:**

Jobs Australia must diversify its member base if it is to grow, particularly as sector consolidation and convergence continues. To enable this, Jobs Australia will need enhanced business development capabilities to enable it to attract new members, to offer more products and services and to identify other opportunities to serve and add value to members. Jobs Australia will continue to explore and take advantage of opportunities to engage and work with similar organisations overseas.

**Make a movement:**

Jobs Australia will continue the process of repositioning itself as the lead agent of a member-driven movement, building on and amplifying its work as a peak body and emphasising the values which drive and inform the work of all of our non-profit members.

**Continue strengthening Jobs Australia's capabilities:**

Jobs Australia will strengthen its organisational capability to support the growth, innovation and diversification required to deliver on our vision for the future as the lead agent of a member-driven movement.

**Strategic Priorities:** *Jobs Australia's Strategic Priorities inform and guide the organisation's operational planning and resource allocation and inform our assessments of the organisation's impact and success.*

### **Strengthening Capacity**

*Provide assistance and resources that enhance the capacity of members to deliver quality services and outcomes.*

- Facilitate opportunities for members to enhance and improve their work
- Encourage and support workforce capacity
- Encourage and assist members to take new directions and adopt innovative approaches to their business, including partnerships and alliances with other members and other parties.
- Strengthen member capacity to work with the most disadvantaged individuals and communities
- Support Indigenous and other member organisations to provide effective training and employment assistance for Indigenous people and communities.

### **Engaging and Supporting Our Members**

*Through effective engagement with our membership, Jobs Australia will develop and deliver services relevant to members.*

- Maintain strong communication with members so that Jobs Australia remains a member-driven organisation where members inform the direction of member services; the policy agenda; and the focus of strengthening capacity activity.
- Deliver a responsive range of member services utilising the size of the membership base to leverage cost effective products and services.
- Encourage and enable networking and information exchange among members and other organisations both nationally and internationally.

### **Leading and Influencing Policy Development**

*Jobs Australia plays a pivotal role in shaping the policy environment as it affects the sector and those whom the sector serves*

- Undertake quality policy analysis and research to inform Jobs Australia's policy positions and pursue policy priorities.
- Foster debate and discussion to inform policy.
- Communicate, consult with, and engage government, the media, and others to influence policy.
- Forge and maintain strategic alliances with other organisations and sectors.

### **Advancing positive social change**

*We do things that reflect the collective values of our members. Jobs Australia is active in promoting collaboration and leadership, developing the contribution the not for profit sector makes to Australian society; and, undertakes action to address marginalisation and disadvantage*

- Collaborate with others to maintain a vibrant and effective not for profit sector.
- Maintain commitment to the Jobs Australia Foundation.
- Raise awareness of people who are disadvantaged.

### **Key Enabler**

#### **Organisational Sustainability**

*In order to achieve the strategic priorities, Jobs Australia will continue to ensure the on-going sustainability of the organisation through close attention to:*

- Sustaining a secure asset base
- Attracting and retaining the right people
- Having relevant and effective systems and resources
- Providing strong Board governance
- Encouraging investment from our partners to progress our work