



Sargood Centre

*The world's first Life Learning Campus for people
with traumatic spinal cord injury*

Strategic Plan (Draft 1.5)



WHAT WE DO

The Sargood Centre plays a crucial role in supporting people who experience a spinal cord injury to return to a life of independence and full participation in society.

Located in New South Wales but with a focus extending throughout Australia and across the world, its primary aims are

- to empower and encourage people with spinal cord injury and their family and friends to keep their aspirations as high as they ever were before the injury,
- to demonstrate to the world that spinal cord injury does not and should not prevent a person from living a rewarding, fulfilling and productive life, and
- lead the development of better, smarter, more effective ways of including people with spinal cord injury in our community.

The Centre's primary focus is providing an environment and delivering programmes to help people who are injured and their family and friends gain the confidence, learn the skills and acquire the tools they need to take control of their lives.

Its objective is to see each of the people who pass through the Centre enthusiastically returning home equipped, confident and ready to go back to work, to school, to their community.

It achieves this by teaching people life skills—communication skills, decision-making skills, personal planning skills, healthy living skills, skills to manage their daily lives—at the inspiring Sargood Centre Life Learning Campus at Collaroy on Sydney's northern beaches, and in the local Collaroy community.

As soon as possible after injury, the Sargood Centre team make contact with people who experience spinal cord injury to identify how, where and when the programs offered by the Centre will be of most value to the individual. An Individual Learning Plan is developed with each person, tailoring the modules offered under the Sargood curriculum to that person's individual needs and to dovetail with other aspects of their recovery.

The Centre runs a mentoring programme through the Friends of Sargood. When an individual chooses to take advantage of this program, the Sargood team identify a suitable member of the community who then works with the person with spinal cord injury to make the journey to full participation as smooth as possible.

As many of the courses and programs offered by The Sargood Centre are run on-site over several days or weeks, the Centre offers high quality, fully accessible accommodation to participants. Family members are encouraged to participate in

the individual's learning program and family-oriented accommodation is also available.

To ensure that the programs and services offered by the Sargood Centre form part of a continuum of interventions that people with spinal cord injury need on their pathway back to full participation, the Centre works closely with the hospitals and spinal units in New South Wales who provide critical medical care immediately after an accident, with providers of physical and occupational rehabilitation, with spinal injuries support organisations who provide a range of ongoing support services, with education and training organisations who provide essential work-related skills, with community groups and with similar organisations in Australia and internationally.

The Sargood Centre is a public company limited by guarantee, whose members consist of the Lifetime Care and Support Authority, a philanthropic foundation and the Friends of Sargood (a charity based in Collaroy which was formed specifically to support the Centre). The Sargood Centre may subcontract the operation of the Sargood Centre to a third party.

The Sargood Centre operates on a not-for-loss basis¹, with operational funding provided under a cost recovery, fee-for-service model. Its charitable status allows it to raise funds to also offer its services to those who are ineligible for support under existing government or other programs.

Everything we do at The Sargood Centre is driven by a simple philosophy: traumatic spinal-cord injury does not and should not stop a person from living an independent, fulfilling and productive life.

OUR VISION

"That all people who experience a spinal cord injury retain and grow the aspirations they had for their future before their injury and that they quickly and effectively gain the confidence, develop the skills and acquire the tools they need to achieve their lifelong goals."

¹ While The Sargood Centre doesn't generate a "profit" in the traditional sense (i.e. the nett financial result of business activity distributed to shareholders), we aim to generate an ongoing surplus that will be applied to the further development of The Sargood Centre and its programs and services.

OUR MISSION

To empower people who experience spinal cord injury to take control of their lives and to return to a life of independence and full participation in society by:

- teaching the life skills a person needs to effectively manage the challenges presented by spinal cord injury
- inspiring people with spinal cord injury, their families and friends to set their life expectations as high as, or higher than they ever were before the injury
- demonstrating to our entire community that a spinal cord injury is not a barrier to leading a rewarding, fulfilling and productive life
- connecting people with spinal cord injury to the community, and the community to people with spinal cord injury
- playing a key role in influencing the way the world understands the contribution that people with spinal cord injury can and want to make to society
- assisting employers, legislators, communities, educators to understand the barriers that make life unnecessarily difficult for people with spinal cord injury and to help them remove those barriers
- bringing together organisations with similar objectives from around Australia and the world to develop new approaches to empowering people with spinal cord injury in our community
- continually pushing the limits, seeking new solutions, lifting expectations

OUR COMMITMENT

To our participants:

- each individual's life expectations, priorities and needs are central to the way we deliver our programs
- we aim to deliver world leading quality in everything we do
- we respect the choices made by individuals, while providing encouragement and support at every stage
- we are there for as long as it takes and for all it takes for each individual

To our investors and supporters:

- the way we conduct business encourages ongoing investment and support by providing value commensurate with investors' and supporters' expectations
- we deliver services that are accountable, efficient, effective, well planned and continually evaluated and improved
- we manage risk effectively
- we operate as an exemplary corporate citizen

To our community:

- we respect our presence in the local community
- we aim to make our local community proud of the work we do
- we encourage community involvement
- we operate in an environmentally sustainable way
- to give back skilled and confident citizens to participate in and contribute to their chosen and respective communities

ELIGIBILITY TO PARTICIPATE

Any person who has experienced a spinal cord injury may apply to The Sargood Centre to participate in the programs of the Sargood Centre. These include residential and outreach programs.

Participants may include but are not limited to people who are eligible for the Lifetime Care and Support Scheme. The Sargood Centre and the Lifetime Care and Support Authority have entered into an agreement to make the programs at The Sargood Centre available for people who are eligible for the Lifetime Care and Support Scheme.

Acceptance into the program is subject to the discretion of The Sargood Centre and its policies and procedures approved by the Board of The Sargood Centre from time to time.

OUR STRUCTURE AND GOVERNANCE

The land and buildings of the Sargood Centre are owned by the Lifetime Care and Support Authority of NSW and are leased to The Sargood Centre Company.

The Sargood Centre is a public company limited by guarantee. It operates on a not-for-loss basis and has charitable status. It has three members—the Lifetime Care

and Support Authority of NSW, the philanthropic Trust and the Friends of Sargood. It is a Registered Training Organisation under the Australian Quality Training Framework.

The Sargood Centre is governed by a Board of Directors who may delegate authority to a General Manager and several Board subcommittees. The Board consists of a minimum of three Directors elected by The Sargood Centre members, an independent Chair, and a maximum of nine Directors. The Board may appoint up to three Independent Directors.

No income or assets of The Sargood Company may be paid or transferred, directly or indirectly to any company member, except for payments made in good faith for expenses incurred on behalf of The Sargood Centre or for goods and services actually supplied to The Sargood Company.

WHAT WE WANT TO ACHIEVE AND HOW

The Sargood Centre realises its vision by developing and focusing on strategies that:

Develop, implement and enhance a world leading program

- Recognise that returning to life of full participation for a person with a spinal cord injury requires a Whole of Life Approach based on an emphasis on five connected streams of learning: medical, emotional, environmental, social and vocational
- Create an environment where people can absorb knowledge quickly and effectively, where people can connect and share knowledge, thoughts and ideas about managing life with a spinal cord injury
- Provide a space for emotional healing, where people with spinal cord injury and their family and friends can acknowledge their grief, express their fears and uncertainties and rebuild their emotional strength
- Make use of the broadest range of knowledge, innovations and technologies about how we make a physical environment not only accessible but welcoming and productive, including the latest technologies in automation, aids and appliances, environmental control, communication and information technology
- Create an environment that nurtures, encourages and builds high expectations for the future and a resilience to match
- Engage with life learning specialists who bring the latest thinking about personal leadership and development from around the world

- Incorporate learning technologies to ensure that the people have the broadest possible opportunity to learn about all aspects of living with a spinal cord injury
- Take full advantage of the restorative and invigorating potential of this magnificent site
- Place community engagement at the core of our approach, providing ongoing opportunities for people at the Centre to learn about living in the community, and its overall design takes into account that much of the learning takes place outside the Centre in the local community
- Showcase advanced design and technologies to demonstrate the benefits of clever design and technology for people with spinal cord injury
- Continually enhance the Centre's programs and operations through ongoing research and development

Lift community expectations

- Develop and implement a communications/marketing strategy based on advanced social marketing techniques
- Highlight the success of the Centre and the people it supports as a key marketing strategy
- Foster a culture and an environment that demonstrates that spinal-cord injury does not need to be a barrier to full participation in society
- Celebrate the contribution that people with spinal cord injury make to our society

Leverage local community engagement

- Take advantage of the central and high-profile location of the site to encourage the development of a close relationship between the Centre and its people and the Collaroy community to speed the process of connecting people with spinal cord injuries with the community and the community to people with spinal cord injury
- Develop a physical design and operational approach that encourages learning programs at the Centre to be undertaken where possible in local community facilities
- Encourage opportunities to host local community and complementary commercial activities at the Centre

- Foster personal relationships between participants at the Centre and local community members through a mentoring programme managed by The Sargood Centre in partnership with the Friends of Sargood
- Encourage opportunities for people with spinal cord injury to undertake training or work experience with local businesses while they are at the Centre

Establish strategic partnerships

- Lead the development of a coordinated, cross agency approach to spinal injury recovery, creating a seamless pathway from injury to independence and participation
- Leverage the political, business and community connections of the Sargood team
- Identify and nurture relationships with similar minded organisations, within and outside the disability area
- Promote "win-win" partnerships, identifying how a relationship/partnership with The Sargood Centre makes good business sense for its partners

Establish and maintain the Sargood brand

- Create and nurture a Sargood brand that is reflected in everything we do
- Keep the Sargood brand simple but powerful, capable of triggering instant recognition in the community of the Sargood Centre's key qualities: its belief in the potential of people with spinal cord injuries; its understanding of spinal cord injury and its challenges; and its exemplary quality in everything it does
- Ensure the Sargood brand is widely recognised and respected across the community
- Keep alive the original vision of Frederick Sargood in his bequest of the site that it be used to help people recover their health and well-being

Build a sustainable business

- Apply sound business principles and methodologies in all aspects of the business
- Build a management team that is smart, motivated, professional, respectful and that establishes, maintains and nurtures the "can do" culture that is central to the Centre's philosophy
- Implement a sustainable financial model that ensures a balance between the Centre's aspirations and its long-term survival
- Leverage the strong community support enjoyed by The Sargood Centre

- Maintain an open stance to the community, encouraging external review of the Centre's programs and services
- Monitor and communicate the value that The Sargood Centre brings to the economy and the community, both directly and indirectly
- Maximise the use of information technology in both the delivery of the Centre's programs and services and in its management
- Continually identify new sources of revenue
- Ensure that Centre continually delivers value to all of its stakeholders and responds to changing needs and expectations
- Foster a "not for loss" philosophy that recognises that to maintain its world leading position, The Sargood Centre must generate an ongoing surplus for further investment
- Ensure that Centre operates in an environmentally sustainable manner, with particular emphasis on minimising its carbon footprint and its impact on the local environment