



# **STRATEGIC PLAN**

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# OUR STRATEGIC INTENT

## The choice for care and service

- Become a leader in person-centred care and services
- Deliver better value, client-focused services
- Strengthen our connection with the community

## Financially sustainable and secure

- Improve the financial performance of our business
- Improve our business development and competitive capability

## Dynamic people in a dynamic organisation

- Build a workforce that is capable and works safely
- Build a culture and practices that bring out the best in our people
- The technology effectively supports and improves services



# VISION, PURPOSE AND VALUES

## Our Vision

Our vision is for each person in our community to live independently with dignity and respect. For our communities to be resilient and self-sustaining, one where each person reaches their full potential feels connected and empowered.

## Our Purpose

**Foster an inclusive and collaborative approach to;**

- Enhance individual potential
- Improve social outcomes
- Connect people to their communities
- Explore creative options
- Focus on wellbeing

**What we value**

- Inclusiveness
- Diversity
- Transparency
- Integrity
- Dignity
- Collaboration

Key strategic indicators for year 1, 2, 3, 4 and 5

The Choice for Care and Services		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Become a Leader in person-centred care and services	<ul style="list-style-type: none"> <li>• Drive improvement in the quality of our services and use benchmarking to demonstrate that:                             <ul style="list-style-type: none"> <li>▪ Our services make a positive difference in people’s lives;</li> <li>▪ People have a positive experience when receiving our services;</li> <li>▪ People who receive our services are safe.</li> </ul> </li> <li>• Develop, implement and pilot new services and programs such as:                             <ul style="list-style-type: none"> <li>▪ Men’s Behavioural Change Program;</li> <li>▪ Nurses on the Run;</li> <li>▪ Day Respite Cottage;</li> <li>▪ Overnight Respite;</li> <li>▪ Education Services.</li> </ul> </li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Deliver better value, client-focused services	<ul style="list-style-type: none"> <li>• Improve our understanding of customer expectations and position our Aged, Community and Family services for choice in competitive markets.</li> <li>• Investigate fo provision for housing for the disadvantaged and homeless.</li> </ul>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Strengthen our connection with Community	<ul style="list-style-type: none"> <li>• Increase our investment in client and core business technologies.</li> <li>• Improve our data capture, management and analysis to drive timely, evidence-based decision making.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			

<b>Financially sustainable and secure</b>		<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>
Improve financial performance of our business	<ul style="list-style-type: none"> <li>Understand our costs, realise business efficiencies and improve productivity.</li> <li>Increase revenue streams to maximise service.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve our business development and competitive capabilities	<ul style="list-style-type: none"> <li>Identify, evaluate and implement merger, acquisitions and partnership opportunities, where appropriate.</li> <li>Position our brand for complete advantage.</li> <li>Ensure Board oversight of treasury management and capital allocation processes.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Dynamic People in a Dynamic Organisation		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Build a workforce that is capable and works safely	<ul style="list-style-type: none"> <li>Establish flexible workforce arrangements that improve productivity and are responsive to changing service demands.</li> <li>Invest in a workforce and leadership capability that drives individual and business performance at all levels, and supports creativity and innovation.</li> <li>Identify and market our strengths, so the right people want to work, volunteer and stay with us.</li> <li>Build an outcome focussed performance culture.</li> <li>Develop a WHS training program for employees and volunteers.</li> <li>Create a workplace in which work-life balance is established and maintained.</li> <li>Value the safety of our staff and clients.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Build a culture and practices that bring out the best in people	<ul style="list-style-type: none"> <li>Develop a governance framework that enables success.</li> <li>Ensure our governance arrangements and delegations deliver timely decision making, support balanced risk-taking and drive effective implementation.</li> <li>Improve our environmental sustainability.</li> <li>Develop a Reconciliation Action Plan.</li> <li>Develop a Cultural Awareness program.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Provide technology that effectively supports and improves our services	<ul style="list-style-type: none"> <li>Increase our investment in client and core business technologies.</li> <li>Improve our data capture, management and analysis to drive timely, evidence-based decision making.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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