

2018-21



STRATEGIC PLAN
2018-21



A MESSAGE FROM OUR CEO



KATE MACRAE

Our Strategic Plan marks a new phase in Able Australia's evolution. Changes to the external environment, including the introduction of the National Disability Insurance Scheme (NDIS) and My Aged Care funding, have fundamentally changed the services we deliver and the way we deliver them.

As many of these funding streams are still in their infancy, Able must accept that change will be the 'new normal' over the next three years. Our challenge will be to adapt without losing sight of our end goals of delivering the highest quality services to our existing and future clients. This will require flexibility and focus. Our Strategic Plan, outlined in this document, will guide our direction and thinking over the next three years, ensuring we retain focus.

Preparing this three year plan has also offered us an opportunity to reassess everything we do. That has included a complete review of our

organisational mission, vision and values, as well as our strategic priorities going forward. We received valuable feedback from staff, clients, families, carers and other stakeholders through a series of consultation sessions and surveys. I thank everyone for their contributions.

The future for Able and those we support is very bright. Successful delivery of this strategic plan will mean we have robust systems and processes that support our highly skilled, engaged workforce as we deliver high quality, innovative programs to our clients.

When we first set out to develop this plan, we ran a workshop titled "I have seen the future". I hope that after reading this document, you too can see that bright future.

Kate MacRae
CEO



TOGETHER WE ARE ABLE



ABOUT ABLE AUSTRALIA

Able Australia is a leading provider of high quality, person-centred disability services and community support. Over the last 50 years, we have grown from an association providing services to people with deafblindness into a diverse not-for-profit organisation that offers a broad range of services to over 4000 people across Australia. We currently employ over 500 passionate staff, and engage with over 200 dedicated volunteers who are committed to our strong community and people-focused values.

OUR VISION

To enable the people we support to live the life they choose.

OUR MISSION

To build on our heritage and empower the individuals we support to reach their potential by living our values of trust, respect, excellence and kindness every day.

WHO WE SUPPORT

People with disabilities and the elderly.

OUR VALUES

- 1. Trust:** For more than 50 years we have been trusted to deliver high quality, safe and reliable services.
- 2. Respect:** We are respectful, upholding the human rights of everyone we support and work with.
- 3. Excellence:** We strive for excellence in everything we do – from the services we provide, to the outcomes we support our clients to achieve.
- 4. Kindness:** We are kind and compassionate to all.



OUR STRATEGIC PRIORITIES



Quality and Innovation

Quality and safety are key areas of focus for Able Australia. Able strives to deliver innovative services under-pinned by contemporary evidence based practice that sits within a quality framework.



Establish a Centre of Excellence for Deafblind

Able Australia is already recognised at a national level for its expertise in deafblindness. The Centre of Excellence for Deafblindness aims to expand and grow this reputation.



Partnerships and Engagement

Able Australia recognises that the health of the organisation is only as good as the health of its relationships with clients, families, carers, our workforce and the broader community. Our commitment is to grow these relationships.



Sustainability through Growth

For over fifty years Able Australia has delivered services to the community. Our challenge in the next three years is to grow our service offering, extending our core services without compromising the quality of the supports delivered or the safety of our clients and workforce.



Transformation

Able Australia understands it operates in a turbulent, changing environment. In order to embrace change and benefit from the opportunities it presents we need to transform our organisation. This encompasses everything, from what we do, through to how we do it.

HOW WE WILL FOCUS ON OUR STRATEGIC PRIORITIES

1. Quality and Innovation

Quality and safety are key areas of focus for Able Australia. Able strives to deliver innovative services under-pinned by contemporary, evidence based practice that sits within a quality framework. In order to do this we will recruit and retain a diverse workforce who embody our values and support this approach.

Able will ensure that we deliver quality services, which are also innovative, by:

1. Delivering high quality, person centred services.
2. Effectively recruiting and managing our workforce.

2. Establish a Centre of Excellence for Deafblind

Able Australia is already recognised at a national level for its expertise in deafblindness. The Centre of Excellence for Deafblindness aims to expand and grow this reputation and will focus on key strategic focus areas which include specialist expertise and advocacy, research, education and training, partnerships and engagement.

Able will establish a Centre of Excellence for Deafblindness by:

1. Researching the principles that define a Centre of Excellence on a national and international stage as well as the components that constitute a Centre of Excellence.
2. Developing a business plan that can operationalise these principles.
3. Engaging the Able workforce and community so that there is broad ownership of the Centre.

3. Partnerships and Engagement

Able Australia recognises that the health of the organisation is only as good as the health of its relationships with clients, families, carers, our workforce and the broader community. Our commitment is to grow these relationships by finding new and innovative ways to engage these important stakeholders.

Able will forge closer relationships with our stakeholders by:

1. Strengthening our engagement with existing clients.
2. Creating a strong workplace culture that reflects our values.
3. Increasing stakeholder engagement in the community.



4. Sustainability through Growth

For over fifty years Able Australia has delivered services to the community. Our challenge in the next three years is to grow our service offering, extending our core service offering, without compromising the quality of the supports delivered or the safety of our clients and workforce. This expansion, coupled with greater scrutiny of our finances, will mean Able not only remains a sustainable, viable organisation, but that it becomes a thriving organisation.

Able will achieve sustainability through growth by:

1. Attracting new clients in locations where we have a developing or ready workforce.
2. Ensuring financial rigor is applied to all aspects of service delivery.
3. Developing a diversified funding base.

5. Transformation

Able Australia understands it operates in a turbulent, changing environment. In order to embrace change and benefit from the opportunities it presents we need to transform our organisation. This encompasses everything, from what we do, through to how we do it. Developing and embedding innovative service delivery models will improve the quality of services to all clients who choose Able Australia.

Able Australia will achieve its transformation by:

1. Optimising our internal systems, processes and practices to operate more efficiently.
2. Ensuring we make use of our data to drive high quality and sustainable services.



WHAT SUCCESS WILL LOOK LIKE FOR ABLE AUSTRALIA



We will know we have succeeded when:

1. We are delivering high quality services that comply with, if not exceed, the NDIS Quality and Safeguarding measures.
2. We have a talented, skilled workforce that is responsive to client need and consistently delivers high quality support.
3. We have established a Centre of Excellence for Deafblindness that is a nationally and internationally recognised resource hub for people who are deafblind, community groups that support the deafblind community and those that have an interest in understanding more about deafblindness from an academic or research perspective.
4. Our relationships with clients, families, our workforce and the broader community is strengthened as demonstrated by high client satisfaction ratings and high brand awareness.
5. We have expanded our client base, consistently achieving or exceeding budget for all services and departments. This includes high occupancy rates in all our accommodation facilities.
6. We have developed new funding streams.
7. The organisation is transformed and has adapted to become a client facing organisation able to manage change while continuing to attract and retain clients and staff.
8. We are an organisation poised for future growth.

TOGETHER WE ARE ABLE

Building on Able's Foundations

OUR STRATEGIC PLAN 2018-21

VISION To enable
the people we support to
live the life they choose

MISSION To build on our heritage and empower the
individuals we support to reach their potential by living our
values of trust, respect, excellence and kindness every day.

STRATEGIC PRIORITIES

Quality and innovation
Centre of Excellence for Deafblind
Partnerships and engagements
Sustainability through growth
Transformation

WHO WE SUPPORT People with disabilities and the elderly

VALUES Trust, Respect, Excellence and Kindness

Able Australia

T 1300 225 369

E info@ableaustralia.org.au

W www.ableaustralia.org.au