

# Strategic Directions

2018-2021



# EXECUTIVE SUMMARY



It always seems impossible until it is done.  
NELSON MANDELA

VisAbility is a way of life. Everything we do, empowers people living with disability.

As an organisation, we have chosen to champion what we believe in. Our values. Our purpose. Why we exist.

We have a vision for independence. We are here to empower. To enable. To engage.

We are helping to shape a world where people with disability have the same right to participate, same range of options, same level of freedom and same control over their day to day life and decisions as any other person. It's an exciting world to be part of. To be leading.

Join us on our journey.

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# INTRODUCTION & CONTEXT

# 1.







## History

In 2013 the Association for the Blind of WA celebrated 100 years of life-changing service to the Western Australian community. Beginning as the Ladies Braille Society in 1913, it grew to deliver services throughout the State to Western Australians who are blind or vision impaired. In 1977 the Society joined with Guide Dogs for the Blind, the original founder of Guide Dogs in Australia in the 1950s.

For many years clients felt that the word 'blind' in the Association's name was not inclusive of people with low vision and a barrier to people accessing its services. At the Annual General Meeting in October 2013 a resolution to change the Association for the Blind of WA's name to VisAbility was passed by a 76 per cent majority vote.

## Social Reform

**Disability** - The National Disability Insurance Scheme (NDIS) has been described as the most profound social reform since Medicare. Service level decision-making has been removed from organisations and transferred to clients, operating in contestable markets. Client choice and control, huge increases in potential client numbers and disability funding, as well as technological changes in organisational fundamentals have defined NDIS as a game changer, tipping the house on its head.

The NDIS demands that organisations remain in a state of transformational change. To succeed, they will need expertise across a number of key organisational capabilities:

- Customer Service and Stakeholder Engagement
- Service Design
- Marketing and Client Acquisition
- Market Analysis
- Human Resource and Workforce Planning
- Leadership and Change Management.

**Aged Care** – the Australian Government has similarly committed to implement substantial reform and improvement of the aged care system. This has resulted in a consolidation of program funding and the establishment of My Aged Care, a centralised assessment and referral process. The intent is for individualised, tailored packages of care, providing wrap around services, to be delivered in domestic and institutional residential settings.





“ Be the change that you wish to see  
in the world. - MAHATMA GANDHI

# NEW PARADIGM

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**In response to these reforms, VisAbility's operational environment will be characterised by:**

- Service contracts with individual clients, utilising client directed and self-managed funds;
- Quality credentials endorsed via social media and other external audit controls;
- Focus on cost drivers, reduced building overheads and administrative expenses;
- Investment in dynamic, mobile and remote working models;
- Large generalist or small specialist niche provider competitors;
- Adoption of commercial business and investment models, customer-driven practices, market-driven innovation;
- Workforce re-design, embracing changed practices, flexibility, adaptability, casuals and subcontracting;
- Flat organisational structures, autonomous, self-managed teams, high-trust environments;
- Contemporary, flexible and nimble technology and digital communication solutions;
- Increase in public scrutiny, regulatory and reporting burden;
- Decline in charitable giving;
- Difficulty attracting donors and volunteers.





# STRATEGIC FOCUS

# 2.





# STRATEGIC THEMES



VisAbility remains focused on its seven priority themes that will define its strategic direction over the next three years. To bring our strategy alive and ensure quality is met, all our actions are shaped around the Australian Business Excellence Framework (ABEF).

Furthermore, using a shared value approach, we have developed strategic objectives against each theme; these are fundamentally aligned with our Vision and Values. These strategic objectives will be key drivers in achieving successful outcomes for our clients and their families, who are an integral part of VisAbility.

**P**

**PEOPLE** - Clients, Staff, Volunteers, Government, Community, Business, Donors, Supporters

**I**

**INNOVATION & TECHNOLOGY** - Fee for Service, Robust Technologies, Business Intelligence

**C**

**CLIENT- CENTRED PRACTISE** - Client Centred Practice, Individualised Planning

**T**

**TRANSFORMATIONAL CHANGE** Transformational Growth

**U**

**UNIQUE DEFINING BRAND** - Unique and Defining Household Brand and Culture

**R**

**REPUTATION AND RECOGNITION** -Australian Business Excellence Framework (ABEF) International Organisation for Standardization (ISO) Australian standards, International Guide Dog Federation (IGDF), Assistance Dogs International (ADI)

**E**

**ECONOMIC VIABILITY** - Financially Viable and Sustainable

## MEASURES OF SUCCESS

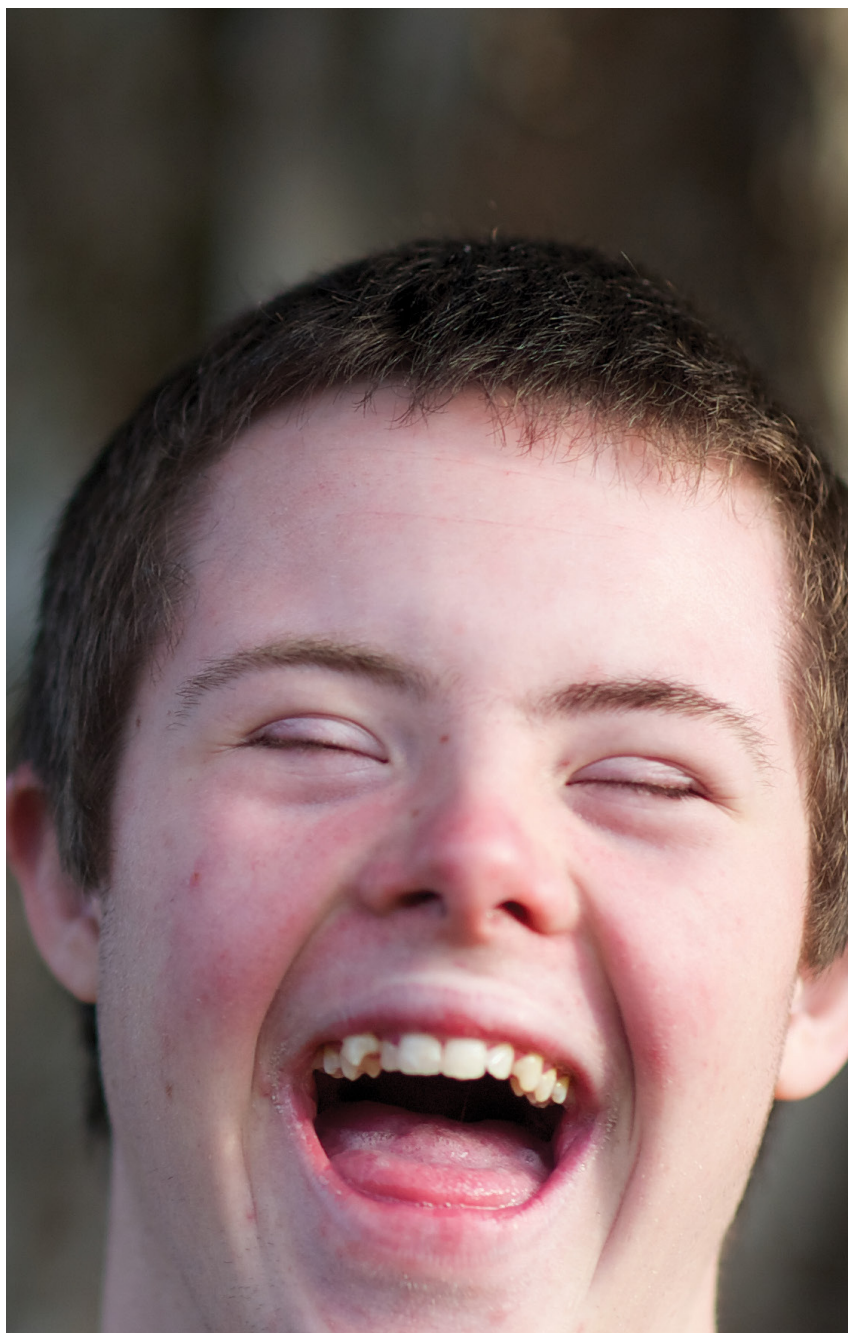
Our success will be measured from four perspectives:

**Clients:** How we create value for our clients; and how we continuously improve our level of service.

**Financial:** How we add value for our clients while controlling costs and: how we provide a balanced approach to investment in a full range of services.

**Internal Business Processes:** How we improve and excel in our joint business processes.

**Learning and Growth:** How we develop our people and build system capacity to meet future needs.



# STRATEGIC DIRECTIONS 2018-2021

## 3.

# OUR VISION



We have a vision for independence.

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# OUR PURPOSE



We empower people living with disability.

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# OUR VALUES



## **Empathy**

We walk this journey with you. We are brave, and vulnerable. We want to step inside your shoes. To see things from your perspective. To see things differently.

## **Belonging**

We welcome everyone. We see a world where everyone is equal, everyone is included.

## **Greatness**

We are giants in our domain, the best at what we do. We lead, we achieve, we break new ground. We have a depth of knowledge that is unparalleled.

## **Opportunity**

We believe in abundance and diversity. In a world where everyone can achieve their dreams and goals. In a world that continues to evolve, forever discovering new ways for people to grow.

## **Visible**

We communicate transparently. We trust, and can be trusted. We connect and participate. We are open, and true. We have a voice.

## WHAT WE BELIEVE

We believe everyone has the right to live the life they choose.

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We believe giving creates connection and nurtures a deep sense of belonging.

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We believe opportunity uncovers greatness.

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We believe storytelling inspires empathy.

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We believe empathy can change perspectives, and in turn, change the world.



# STRATEGIC FOCUS AREAS AND OBJECTIVES

**People**

To work with all stakeholders for the independence of people with a disability.

**Innovation and Technology**

To work in the spirit of creativity, innovation and entrepreneurialism. To invest in our business and in appropriate technologies that will support our organisation's transformation.

**Client Centred Practice**

To embody our values in our client service delivery models; providing choice and control through client centred practice.

**Transformational Change**

To re-define our way of thinking and working, be liberated from traditional structures and encumbrances and embrace innovative opportunities.

**Unique Defining Brand**

To be known for our difference by effectively promoting our Brand Personality.

**Reputation and Recognition**

To be publicly endorsed and recommended by our stakeholders. To win awards and meet compliance standards.

**Economic Viability**

To create financial efficiencies and long-term sustainability.

**Measurement**

VisAbility gauges success through a set of measures designed to meet our overall objectives.



# STRATEGIC FOCUS AREAS



## Strategic Focus Area 1: People

**Strategic Objective:** To work with all stakeholders for the independence of people with a disability.

**Driving Statement:** We are committed to a positive and productive engagement with anyone who can further our work.

We will achieve this objective by:

- 1.1** Living our values and embedding a culture of high-trust that motivates and inspires our staff and volunteers
- 1.2** Being a learning organisation
- 1.3** Forging strong, effective partnerships with key individuals and organisations to promote better outcomes for our clients.

We will know we are achieving this objective by the collective measurement and impact of:

- 1.1.1** Staff / volunteer attraction and retention rates
- 1.1.2** Increase in staff and volunteer satisfaction
- 1.2.1** Knowledge sharing within / across team boundaries, and continuous improvement actions
- 1.3.1** New services, partnerships and collaborations that deliver improvements to our stakeholders.

# STRATEGIC FOCUS AREAS



## Strategic Focus Area 2: Innovation and Technology

**Strategic Objective:** To work in the spirit of creativity, innovation and entrepreneurialism. To invest in our business and in appropriate technologies that will support our organisation's transformation.

**Driving Statement:** We are committed to working in a creative and enquiring way; to challenge our practices and embrace technological solutions that improve our operational efficiency.

We will achieve this objective by:

- 2.1** Embedding our model of remote working
- 2.2** Trialling a new business acquisition model
- 2.3** Creating productivity gains
- 2.4** Utilising technology to support our operations.

We will know we are achieving this objective by the collective measurement and impact of:

- 2.1.1** Employee work practices
- 2.2.1** The impact of new businesses on the efficiency, growth, quality and financial contribution to VisAbility's operations
- 2.2.3** Increased operational productivity delivered via technology and improved systems, practices
- 2.2.4** Improved HR information management: metrics and reports.



# STRATEGIC FOCUS AREAS



## Strategic Focus Area 3: Client Centred Practice

**Strategic Objective:** To embody our culture and values in our client service delivery models; providing choice and control through client centred practice.

**Driving Statement:** We are committed to embedding and living out client centred practices in all our actions and behaviours.

We will achieve this objective by:

- 3.1** Refining our client centred practices throughout all levels of the organisation
- 3.2** Developing and implementing a client attraction strategy
- 3.3** Retaining existing clients.

We will know we are achieving this objective by the collective measurement and impact of:

- 3.1.1** Client satisfaction ratings that meet or exceed targets
- 3.2.1** Increased number of new clients
- 3.3.1** Reduced incidence of client attrition.

# STRATEGIC FOCUS AREAS



## Strategic Focus Area 4: Transformational Change

**Strategic Objective:** To re-define our way of thinking and working, be liberated from traditional structures and encumbrances and embrace innovative opportunities.

**Driving Statement:** We are committed to contributing to VisAbility's continuous evolution as an adaptive, nimble, and responsive organisation in order to remain relevant, effective and sustainable.

We will achieve this objective by:

- 4.1** Employing staff on flexible arrangements
- 4.2** Seeking new models of service delivery to reduce reliance on VisAbility's building infrastructure
- 4.3** Seeking niche markets for new services.

We will know we are achieving this objective by the collective measurement and impact of:

- 4.1.1** The matched alignment of employee resources against service requirements
- 4.2.1** Service delivery distribution patterns within community settings
- 4.2.2** The contracted footprint of VisAbility's premises and resulting reduction in overhead costs
- 4.3.1** Service expansion and diversification for business growth.

# STRATEGIC FOCUS AREAS



## Strategic Focus Area 5: Unique Defining Brand

**Strategic Objective:** To be known for our difference by effectively promoting our Brand Personality.

**Driving Statement:** We are committed to differentiating ourselves from our competitors by humanising our brand and by using storytelling to express our purpose and values.

We will achieve this objective by:

- 5.1 Creating client centred stories
- 5.2 Engaging all VisAbility personnel in storytelling
- 5.3 Continuously disseminating key messages to all stakeholder groups through multiple communication platforms
- 5.4 Embedding our brand values into our service delivery
- 5.5 Encouraging and supporting our staff to develop their personal brands.

We will know we are achieving this objective by the collective measurement and impact of:

- 5.1.1 The participation of our clients in stories
- 5.2.1 Involving all staff in brand workshops
- 5.2.2 Preparing a storytelling kit for Directors
- 5.3.1 Growing a portfolio of branded marketing collateral
- 5.4.1 Reflecting our brand values in our service delivery practice and processes
- 5.5.1 Growing the public profile of our staff.



# STRATEGIC FOCUS AREAS



## Strategic Focus Area 6: Reputation and Recognition

**Strategic Objective:** To be publicly endorsed and recommended by our stakeholders.  
To win awards and meet compliance standards.

**Driving Statement:** We are committed to upholding service excellence and integrity.

We will achieve this objective by:

- 6.1** Working within the Australian Business Excellence Framework (ABEF) at all levels of our organisation
- 6.2** Being excellent at all we do
- 6.3** Providing good governance practice by meeting all compliance requirements.

We will know we are achieving this objective by the collective measurement and impact of:

- 6.1.1** Quarterly ABEF reporting to the Board
- 6.2.1** Receiving awards and industry acknowledgement for our service excellence
- 6.2.2** Enjoying public, complimentary testimonials by our clients
- 6.2.3** Engaging new clients, who are encouraged by our reputation
- 6.3.1** Consistently achieving outstanding compliance audit results.

# STRATEGIC FOCUS AREAS



## Strategic Focus Area 7: Economic Viability

**Strategic Objective:** To create financial efficiencies and long-term sustainability.

**Driving Statement:** We are committed to delivering excellence in the most cost-effective, sustainable and growth positive way.

We will achieve this objective by:

- 7.1** Regularly reviewing all cost drivers
- 7.2** Seeking new ways of making the most effective and efficient use of resources to maximise opportunities
- 7.3** Ensuring the correlation between payment for service and the cost of services rendered
- 7.4** Maximising service delivery financial returns
- 7.5** Identify new and build on our existing fund raising platforms
- 7.6** Increasing our capacity and national footprint.

We will know we are achieving this objective by the collective measurement and impact of:

- 7.1.1** Building our financial management capability
- 7.2.1** Reducing the financial impost of our building infrastructure
- 7.3.1** Implementing financially sustainable service models
- 7.4.1** Maximising the revenue of client service plans
- 7.5.1** Growing the organisation's fundraising income
- 7.6.1** Growing the organisation's business turnover.



# STRATEGIC HORIZONS AND BEYOND

# 4.

# STRATEGIC OBJECTIVES



**People** - To work with all stakeholders for the independence of people with a disability.

**Innovation and Technology** - To work in the spirit of creativity, innovation and entrepreneurialism. To invest in our business and in appropriate technologies that will support our organisation's transformation.

**Client Centred Practice** - To embody our values in our client service delivery models; providing choice and control through client centred practice.

**Transformational Change** - To re-define our way of thinking and working, be liberated from traditional structures and encumbrances and embrace innovative opportunities.

**Unique Defining Brand** - To be known for our difference by effectively promoting our Brand Personality.

**Reputation and Recognition** - To be publicly endorsed and recommended by our stakeholders. To win awards and meet compliance standards.

**Economic Viability** - To create financial efficiencies and long-term sustainability.

Horizon One (Current)	Horizon Two (Contingent)	Horizon Three (New)
Sell the Perron Centre	Establish decentralised operations in local communities	Operate with a turnover of \$30 million
Trial new models of business acquisition	Increase service delivery into the Aged Care Sector	Achieve a full national footprint
Expand our brand penetration		
Foster a high-trust culture that equips our people with the skills to create a learning organisation		
Grow generalist service delivery		
Utilise technology to deliver services in new ways		
Realise new working practices		
Purchase Human Resource module		



# VISABILITY

Empowering people living with disability

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