

# VISABILITY STRATEGIC PLAN 2020 – 2022

## Introduction

VisAbility has a current strategic plan 2018 – 2021. This has been reviewed in response to:

- Substantial changes to operational model as a response to the pandemic
- Evolving funding mechanisms
- Significant strategic decisions by the Board
- Change of Chair
- Change of CEO.

The review of the current strategic plan identifies achievements and outcomes to date. This refreshed document builds on these, adapts strategy to drive further success, and initiates new outcomes.

## Structure

VisAbility Ltd is the overarching organisation for a family of brands. The vision and values of the organisation reach across all the brand family.

VISION	Inclusion and independence for all
VALUES	Be there for everyone Trust and be trustworthy Collaborate and be innovative
PURPOSE	Each brand in the family has its own purpose
• VisAbility	To give everyone living with vision loss the support and confidence they need to thrive in the community
• Kites	To ensure children, and their families, are not defined by the challenges they face, but emboldened by them
• Guide Dogs	To breed and train world-class guide and assistance dogs that support people to flourish in their communities
• Perron Place	To create a place where people from all walks of life can connect and thrive

## Strategic Focus Areas

The model of seven strategic focus areas that define VisAbility's strategic direction (PICTURE) will be retained to ensure continuity and ongoing measurement of outcomes, with one change. Client-centred practice can be incorporated into People, which will then also allow an extension into family-centred practice. Compliance will be added to highlight the importance of accreditation, quality and safeguarding.

Strategic focus:	<b>P</b> eople
	<b>I</b> nnovation and technology
	<b>C</b> ompliance
	<b>T</b> ransformational change
	<b>U</b> nique defining brand
	<b>R</b> eputation
	<b>E</b> conomic viability

## **People**

### **Strategic Objective**

To ensure people; our clients, their families, our staff, and volunteers, are at the heart of everything that we do.

### **We will achieve this objective by**

- Always asking what is best for the person in every action and interaction
- Embodying our values in all that we do
- Embedding a culture of high trust that motivates and inspires our staff and volunteers
- Keeping wellbeing at the heart of our people experience
- Constantly learning and evolving
- Forging strong collaborations and partnerships to promote better outcomes

### **We will measure achievement by**

- Client feedback, satisfaction surveys and retention rates
- Staff and volunteer attraction, satisfaction surveys and retention rates
- Records of information sharing, peer to peer learning and professional development
- Increased strength, effectiveness and number of collaborations and partnerships

## **Innovation and Technology**

### **Strategic Objective**

To work in the spirit of creativity, innovation and entrepreneurialism. To invest in creative ideas and technology that will support our organisation's transformation.

### **We will achieve this objective by**

- Building on our model of remote working, embed and extend
- Investing in technology to support effective business operations and innovative service provision
- Implementing a customer-centric organisation-wide digital transformation
- Securing a budgeted investment fund for small scale trial of innovative models
- Ensuring innovative projects secure long term investment to maintain sustainability

### **We will measure this achievement by**

- Employee work practices
- Human resources metrics through ELMO (Human Resource System)
- Employee productivity through Penelope (Client Management System)
- Quantity, quality and breadth of remote services
- Number and financial impact of new innovative services
- Ongoing sustainability of innovative services, either self-generated or through investment
- Successful migration to cloud services

## **Compliance**

### **Strategic Objective**

To anticipate, meet and exceed quality and safeguarding standards across disability and aged care. To anticipate, meet and exceed requirements of guide and assistance dog accreditations.

#### **We will achieve this objective by**

- Implementing a strong internal audit process with stringent monitoring of requirements
- Undertaking a comprehensive analysis of policies and procedures against all standards
- Addressing concerns identified during internal audit prior to external audit
- Ensuring an active collaborative partnership with service auditors and accreditors
- Developing a robust organisational structure with effective lines of communication
- Maintaining an effective governance framework and ongoing development of the Board

#### **We will measure this achievement by**

- Internal audit records
- Register of policies and procedures with active review mechanism
- Successful audits with no recommendations for improvement
- Records of consultation and communication
- Board professional development schedule and annual review

## **Transformational Change**

### **Strategic Objective**

To develop new paradigms, be prepared to move away from what we have always done, and be responsive to internal and external change.

#### **We will achieve this objective by**

- Identifying what we do best and focus growth in these areas;
- Seeking new service models to enhance quality and breadth of services, build reputation, and to fill identified gaps in the market particularly in the post-COVID environment
- Seeking partnerships and collaborations in aligned areas of service delivery
- Actively pursuing acquisition/absorption of small organisations providing similar services
- Considering merger with partner organisations in adjacent states
- Transforming dog training service into a world class breeding and training centre
- Growing autism assistance dog, PTSD dog and therapy dog programs
- Creating thriving community activity hub and business centre at Perron Place
- Initiating centre-based vision-specialist activities in Launceston and Hobart
- Becoming the renowned specialist in positive behaviour support
- Developing School Kids and Youth services with a focus on mental health
- Expanding Disability Employment Service into mental health
- Broadening service provision to out-of-hours

#### **We will measure this achievement by**

- All new business to be supported by a feasibility study, business plan with clear key performance indicators and defined timelines, and RACI chart (responsible, accountable, consulted, informed)
- Key performance indicators on business plans reported to Board through the Board Audit and Risk Committee (BARC)
- Evidence of progress towards sustainable financial performance indicated by 5% profit without bequest support

## **Unique Defining Brand**

### **Strategic Objective**

To differentiate ourselves from our competitors by humanising our brand and using storytelling to express our purpose and values.

### **We will achieve this by**

- Establishing a clear parent brand overarching the brand family
- Creating client-centred stories
- Engaging all VisAbility personnel in storytelling
- Strengthening our employer brand as one of trust, freedom and accountability
- Continuously disseminating key messages to all stakeholder groups through multiple communication platforms
- Embedding our brand values into our service delivery
- Encouraging and supporting our staff to develop their personal brands
- Developing a new Guide Dogs brand, separating from Guide Dogs Australia

### **We will measure this achievement by**

- Full control over our brands
- The participation of our clients and their families in stories
- The recorded involvement of staff, volunteers, clients, families and stakeholders in brand workshops
- Search Engine Optimisation on all websites and social media
- Active and fresh portfolio of branded marketing collateral
- Stakeholder surveys on our brand
- Client and donor attraction and retention rates

## **Reputation**

### **Strategic Objective**

To focus on quality, true-hearted caring and excellence to ensure word of mouth recommendation at all levels of service provision.

### **We will achieve this by**

- Strong adherence to our values at the core of everything we do
- Building relationships and making a genuine difference in people's lives
- Ensuring values alignment is a key priority in recruitment and professional development
- Nurturing a high trust environment
- Constantly improving and evolving internal and external communications

### **We will measure this achievement by**

- Annual stakeholder surveys
- Regular staff and client pulse checks
- High quality supervision and ongoing continuous light touch appraisal
- Systematic reporting of feedback
- Successful audits with no recommendations for improvement

## **Economic Viability**

### **Strategic Objective**

To create financial efficiencies and long term sustainability.

### **We will achieve this by**

- Developing effective financial reporting at all levels
- Providing financial management training for all levels of management
- Ensuring full involvement of operational staff in budget development and monitoring
- Crafting comprehensive business cases and running short term trials for new ventures
- Seeking economies of scale whilst adhering to relationship-based local service provision
- Regularly reviewing all cost drivers
- Establishing unit cost for all service types
- Creating new and innovative fundraising mechanisms that align with our values
- Maximising return on investment and return on assets
- Proper allocation of resources based on strategic priorities
- Less reliance on bequest income

### **We will measure this achievement by**

- Close monitoring of financial reports by Executive, BARC and Board
- Key performance indicators in all business plans
- Professional development records
- Fundraising reporting on income and methodology
- Number of new fundraising mechanisms
- Break-even financial operating results (at a minimum) from all service areas
- Attainment of investment objectives and established criteria for return on assets
- A growing proportion of bequest income set aside as a sustainability fund

## **Conclusion**

This is a pivotal time for VisAbility. The current environment has pushed the organisation into remote service provision, which presents a significant opportunity. VisAbility can build on this to reach more people than with traditional services. There is a tremendous appetite for innovation in the organisation, which if properly nurtured will produce significant return on investment.

In the challenging times ahead, VisAbility will need to be resilient and efficient. A focus on quality/safeguarding compliance and strong financial reporting is essential. Growth will provide economies of scale but expansion targets must be selected with extreme care in order not to distract from local opportunities.

VisAbility's key strengths are its reputation for genuine caring relationship-based services and its high trust environment for staff. All strategic planning should ensure these remain at the core of our business.