

Headway Gippsland Inc.

Strategic Plan 2024-2027

Mission:

Headway Gippsland's mission is to support and empower people with disabilities to live independent, meaningful, and enriched lives.

Values:

Respect - Collaboration - Innovation - Diversity - Integrity

Owner Key CEO

Strategic themes	Areas of Focus (how we will get there)	SMART Goals	Year			Owner	Cost	
			2024-25	2025-26	2026-27			
1. Our Participants All Gippsland community members have access to an innovative range of person-centred services.	Headway Gippsland is recognised as an innovative and expanding service provider that responds to system changes and emerging needs.	Expand services outside of the national Disability Insurance Scheme.						Conduct research to identify gaps and opportunities in the current service landscape.
		Enhance the training, support and development of the workforce to ensure they are well-prepared to meet current and future service needs.						Implement a comprehensive training and development program aligned with industry standards and emerging trends.
								Detail/ plan the development of AI training with VR that supports disability support workers to better understand the needs of those they support.
2. Our People Our people are valued and acknowledged for the skills, knowledge and quality service they deliver.	Headway Gippsland is an employer of choice.	Headway Gippsland will enhance training, support and development to ensure the workforce is well prepared to meet both current and future service needs.						Conduct a survey to assess current employee satisfaction and areas for improvement.
		Recognition Program						Review current employee recognition and reward program and utilising feedback to build on current program.
		Career Development						Formal supervision pathway with career progression.
3. Our Sustainability Our effective governance, planning and management attracts ongoing and diverse revenue streams.	Fluidity and creativity is immersed within the constitution.	3.3.3 Amend the constitution to enable the Vision, Mission and Values to be at the forefront of service design.						Engage legal counsel to review and recommend necessary amendment to the constitution.
		3.4.1 Develop annual statement on target level of reserve prior to development of budget.						Hold a special AGM with the members to gain feedback and support for constitutional change.
	3.3 Continuous improvement of organisational oversight.	Identify and pursue alternative funding streams beyond traditional sources.						Monitor financial performance and adjust strategies to ensure year on year revenue growth from alternative sources.
		3.4.3 Board succession and development plan is established and evaluated annually.						A Board skills matrix is developed and used to identify existing or emerging gaps in the Board profile.. Explore strategies for Board, Chair and Director evaluations. Identify professional development opportunities for the Board and individual members and pursue. Develop a Board recruitment strategy and member on-boarding process.
	3.4.4 Develop dashboard reporting for financials and performance against the strategic plan for efficiency and clarity.						Define reserve level and monitor financial performance against targets.	
4. Our Community connectedness Our community is empowered to proactively contribute to improving the wellbeing of people with a disability and older citizens.	Headway Gippsland has a proactive approach to engaging with participants and the wider community.							Maintain a cash reserve equivalent to 6 months of operating
								Contribute to Awareness campaigns that strength community understanding of ageing and disability issues.
								Conduct awareness campaigns that highlight the valued contributions of those with different needs in our community.
							Establish and actively collaborate with at least three community organisations.	