**Strategic Plan**

2024 to 2024

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

**1. Our Participants**

All Gippsland community members have access to an innovative range of person-centred services.

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| **Area** | **Deliverables** | **Status** | **Project Update** |
| 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. | Choose an item. | 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. | Choose an item. | Implement a comprehensive training and development program aligned with industry standards and emerging trends. |
|  | Choose an item. | Detail/plan the development of AI training with VR (virtual reality) 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.

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| **Area** | **Deliverables** | **Status** | **Project Update** |
| 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. | Choose an item. | Conduct a survey to assess current employee satisfaction and areas for improvement. |
| Recognition Program | Choose an item. | Review current employee recognition and reward program and utilising feedback to build on current program. |
| Career Development | Choose an item. | Formal supervision pathway with career progression. |

**3. Our Sustainability**

Our effective governance, planning and management attracts ongoing and diverse revenue streams.

| **Area** | **Deliverables** | **Status** | **Project Update** |
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| Fluidity and creativity is immersed within the constitution. | Amend the constitution to enable the Vision, Mission and Values to be at the forefront of service design. | Choose an item. | Engage legal counsel to review and recommend necessary amendment to the constitution. |
| Develop annual statement on target level of reserve prior to development of budget. | Choose an item. | Hold a special AGM with the members to gain feedback and support for constitutional change. |
| Continuous improvement of organisational oversight. | Identify and pursue alternative funding streams beyond traditional sources. | Choose an item. | Monitor financial performance and adjust strategies to ensure year on year revenue growth from alternative sources. |
| Board succession and development plan is established and evaluated annually. | Choose an item. | 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. |
| Develop dashboard reporting for financials and performance against the strategic plan for efficiency and clarity. | Choose an item. | Define reserve level and monitor financial performance against targets. |
| Headway Gippsland has a proactive approach to engaging with participants and the wider community. |  | Choose an item. | Maintain a cash reserve equivalent to 6 months of operating expenses. |
|  | Choose an item. | Contribute to Awareness campaigns that strength community understanding of ageing and disability issues. |
|  | Choose an item. | Conduct awareness campaigns that highlight the valued contributions of those with different needs in our community. |
|  | Choose an item. | Establish and actively collaborate with at least three community organisations. |