**Notes from Headway Gippsland strategic planning workshop**

**5 June 2023**

**What do we need to start, stop and keep doing over the next 3 years?**

**Start**

Being confident

review current practise

broadening community connections

increase service provision options

communicating the strategic plan

linking the CEO's report to the strategic plan

developing alternate revenue streams

increasing sustainability

driving positive news

**Stop**

worrying about external commentary

Focusing on things that we can't change

**Keep**

culture of mutual support

focusing on the work within our mission

**Reflections of the 2020-2023 plan**

Plan was created in the bubble of COVID

Given this it was an effective plan

It was used operationally to guide priorities and work plans

Board didn't use the plan to formally measure performance

The CEO reported against the activities within the plan

The measures of the plan were not evident

Reflective practise

Proud of what the team achieved in their ongoing positive impact in the community as well as the human and financial focus

There has been a decreased community connectedness as a result of the increasing competitiveness between providers within the network

**Strengths**

Team including staff and board

Resilience and loyalty

Client focus

Service offering

Skills and knowledge

Reputation

Ability to leverage skills and knowledge (1 + 1 = 3)

Close to participants (awareness of the issues)

Integrity of staff

**Weakness**

Dealing with uncertainty

Challenges with insufficient package funding

Our size means it's more difficult to take risks

We are not visible online in the disability services space (google search)

Ability to overcome workforce shortages

Attract skill sets

Technology (CRM)

**Opportunities**

HCC: increase In age of population

Disability / age care connection

Resurgence in social awareness (17-29 year olds)

Brevity (CRM) Support

Artificial intelligence

Local smart homes with technology that promotes accessibility

**Threats**

Plan management and support coordination at risk

Aggressive tone of political commentary

Reputational risk for sector

People will move out of sector

SCHADS award, Fair Work review

Policy change within NDIS and other legislation

**Commentary on Purposes in the Constitution:**

1. is too broad

6. Broaden scope to ‘people’ and can include private – not just disability.

**Action – wordsmith these internally for amendment at the AGM**

**In 2027 Headway Gippsland will have:**

Retained and grown high quality staff

Increased our profitability and sustainability

A greater reach amongst people with a disability

Improved the community learning about people with a disability

Effectively navigated and transitioned/ing through new model

be the provider of choice in Gippsland

% of profit goes to…

**Priorities in first year of plan**

Keep an ongoing watch on NDIS changes

Amend the constitution

Develop and push out positive news

Research and decide on diversity of options for service provision