

# Strategic Plan 2016 - 2019





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## Vision

A fully inclusive community

## Mission

To continuously develop, co-ordinate and strengthen service options which connect people with disabilities to their local community

## Values

- |                       |  |
|-----------------------|--|
| <b>Individuality</b>  | Respecting the needs and opinions of individuals |
| <b>Accountability</b> | Through professional service delivery            |
| <b>Empathy</b>        | In the way we relate to participants             |
| <b>Co-operation</b>   | Working effectively together                     |
| <b>Social Justice</b> | And equity for all people                        |
| <b>Integrity</b>      | In conducting our service                        |
| <b>Flexibility</b>    | Through provision of individual supports         |

# Background

At ConnectGV we see the possibility, not the disAbility and seek partnerships that allow options to be offered within our local community. Since our inception in 1954, ConnectGV has continually evolved and now offers Individual Supports and diverse programs such as Day Options, Supported Employment, Residential Options, Outreach Services and Respite Services. ConnectGV is seen as a leading disability service provider within the Goulburn Valley and is a not for profit ISO 9001:2008 accredited organisation, limited by guarantee, and governed by a skills based Board of Directors committed to securing its future direction.

In April 2016 the Board and Key Stakeholders of ConnectGV came together to review the 2012-2015 plan and to discuss the future direction of ConnectGV for the next three years. At this time it was decided that the Mission, or reason for our existence and the Vision, describing our future successful state, remained pertinent to the organisation and should remain as previously stated. Our values, in terms of what we believe in as an organisation and how we should behave, sets a standard that actions can be assessed against. The importance of flexibility was identified as a new addition to the values previously stated. The following directions outlined in the strategic plan (2016-2019) have been developed with the view that they establish an exemplar against which decisions are derived, performance is measured and resources are allocated. This strategic plan creates a meeting place between the role of governance and the organisations key stakeholders who carry out the integral role of service delivery which is underpinned by our Quality Management principles.

ConnectGV will transition to the National Disability Insurance Scheme (NDIS) in January 2019. As an organisation we are fully aware of the

significance of this economic and social reform and the transformation within our organisation that is necessary to be successful. True integration and inclusion in mainstream community, both socially and economically is the ultimate goal of the NDIS. The NDIS obliges the Australian Disability Sector to manage the balance between choice and control and reasonable and necessary supports to ensure service provision is equitable and sustainable within the insurance based principles and processes. ConnectGV strategic goals intertwine the principles of the NDIS.

As with any organisation, a positive culture is keystone to positive outcomes. Culture is the values and behaviours that contribute to the unique social and psychological environment of the organisation. ConnectGV has identified that strengthening its culture through transparency and good communication strategies both internally and externally is important in reducing the likelihood of fragmented operational processes during this disruptive industry reform and organisational change. As ConnectGV transitions and grows with the NDIS, culture will help keep it on track, steer decision making processes for the people (our biggest asset and resource) and uphold the success and safeguards of our organisation.

Lastly, an enduring strength of ConnectGV has always been to never lose sight of the human element that is core to the service we deliver. ConnectGV is committed to working through the tensions that will evidently present in order that we do not become just a commodity, but a valued commodity, not absent minded to the importance of human essence as we make our way through this social policy reform.

**Carolynne Young**  
Chief Executive Officer



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Chief Executive Officer

# Quality Management Principles



This Quality and Empowerment Framework is underpinned by a set of internationally recognised quality management principles:

- 1. Focus upon people who access our services**  
Recognise, understand and promote what is important to people with a disability, their families and supporters to develop and deliver flexible and personalised supports.
- 2. Leadership**  
Promote excellence and establish a unity of purpose with a clear vision for the future and create a culture with shared values and goals.
- 3. Empower clients and staff**  
Encourage and support the active participation of individuals, families, carers and staff to improve services.
- 4. Use a process approach**  
Plan, manage and review services and resources as a process.
- 5. Take a systems approach**  
Adopt a holistic and integrated approach to monitoring and reviewing all aspects of the organisation as a related system.
- 6. Encourage continuous improvement**  
Promote a culture of learning, reflective practice and innovation to improve service responsiveness and flexibility.
- 7. Make decisions based upon data, feedback and evidence**  
Collect, analyse and use accurate data and information to make effective strategic and operational decisions.
- 8. Work collaboratively with other service providers and the community**  
Establish collaborative relationships and partnerships to make a positive contribution and enhance the capacity of the community to support better outcomes for people with a disability.

# ConnectGV Directions 2016-2019

ConnectGV Priorities	CEO annual progress report (KPIs) to Board, and at end of the 3 year cycle.	Indicators of success
<b>1. Strengthen ConnectGV culture and aptitude</b>	Engage effective strategy to develop and empower ConnectGV staff.	Implement a leadership framework including provision of programs, workshops and coaching to support the development of leaders and supervisors who act with integrity, are person centered and passionate.
	Align leadership with strategic direction.	Ensure that ConnectGV Quality Management Principles underpin every model of support that is provided.
	Review organisation efficiency and align organisation structure and reporting relationships.	Attract and retain staff to positions who have a shared understanding of ConnectGV vision, mission and lived values.
	Monitor employee engagement and the degree in which staff are fully involved in their work and the strength of their commitment to their job and ConnectGV.	Attract and retain staff who have vested interest in their professional development.
		Develop and empower ConnectGV staff to meet current and future needs of clients in a flexible manner that is reflective of social and economic participation.
		Strengthen and seek partnering relationships.
		Strengthen performance management.
		Operate transparently and communicate effectively with all staff. Encourage creativity in order that staff become open to new ways of doing things.
		Acknowledge staff achievements.

ConnectGV Priorities	CEO annual progress report (KPIs) to Board, and at end of the 3 year cycle.	Indicators of success
<p><b>2. ConnectGV will work to establish the organisation as an NDIS provider of choice</b></p>	<p>ConnectGV will assess the changes necessary to ensure it continues to provide high quality support to its existing and new clients.</p>	<p>Conduct an information and communication technology (ICT) review to identify strengths, weaknesses and opportunities for ConnectGV existing information and technology communication (ITC) environment.</p>
	<p>ConnectGV will strategically invest in preparing for the NDIS with the allocation of dedicated resources in order to implement changes in the areas of governance, marketing, human resource finance, quality, information and technology.</p>	<p>Gap analysis of current information and technology communication (ITC) environment and future business requirements.</p>
	<p>ConnectGV to explore opportunities, not limited to, traditional service provision to meet the changing contestable market and the need for the existing disability sector to build services around the individual needs of NDIS participants with portable funding.</p>	<p>Risk assess current and proposed information and technology communication (ITC) systems.</p>
		<p>Identify necessary management systems that integrate ConnectGV business processes pertinent to accounts receivable/payable, staff and client rostering, compliance and the effective management, monitoring and analysis of information to support good decision making.</p>
		<p>Empower each business area to manage their individual budgets to create a better understanding of actual business costs versus funding received.</p>
		<p>Conduct business reviews in all areas.</p>
		<p>Develop a strategic marketing plan.</p>

ConnectGV Priorities	CEO annual progress report (KPIs) to Board, and at end of the 3 year cycle.	Indicators of success
<b>3. Enable choice and control</b>	Evaluate the representation of all life stages, ages and the needs of people being supported by ConnectGV.	Ensure that every person ConnectGV supports has an individualised plan that is developed, depicted and reviewed in a way that meets the needs and expectations of the individual, informs and guides their service delivery and is reviewed regularly.
	Ensure ConnectGV support is individualised, flexible and responsive.	Engage regularly with the people ConnectGV supports by providing opportunities to contribute opinions and feedback.
	Incorporate ConnectGV Quality Empowerment framework into all that we do.	Establish documented models of support that are continuously reviewed and refined.
		Disseminate information in suitable formats to ensure clients and families are fully informed of impending changes and/or their options.
		Assess client support needs and identify any necessary reviews through external provisions to ensure adequate supports are reflected in the NDIS planning process.
		Strengthen self-advocacy across the organisation.

ConnectGV Priorities	CEO annual progress report (KPIs) to Board, and at end of the 3 year cycle.	Indicators of success
<b>4. ConnectGV will support responsible, sustainable and competitive growth within a dynamic disability services environment</b>	Sustainability will be dependent on the ability of ConnectGV to succeed in a dynamic environment based on the approach to organisational decision making and how well ConnectGV meets the needs of its stakeholders.	Base organisational decisions on information such as unit price, infrastructure, management systems, policies, procedures, compliance, service agreements and evidence based results.
	Rigorously apply the principles of good governance.	Operate within budget.
		Maintain and expand models of partnerships and collaboration whereby ConnectGV can partner with other agencies and businesses to further expand inclusive options available to stakeholders.



*See the possibility, not the disAbility*

