



Strategic Plan

2011 – 2021

Towards making a positive difference

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Introduction from Board Chairman Felicity Wivell and Chief Executive Officer Ian Wright

Welcome to St Giles Strategic Plan 2011 to 2021.

This strategic plan builds on the previous five-year plan.

It was developed through various forums and strategic planning groups in Launceston and Hobart during 2011.

The forums and groups were comprised of clients, members of the community, St Giles staff, members of St Giles board, individuals and representatives of Government and non-government organisations.

Altogether, more than 200 people had a say in the future of St Giles.

They informed the development of this 10-year plan.

Our vision is supported by achievable strategies and clear time frames.

Background

Around one in six Tasmanians has a disability.

This equates to nearly 74,000 children and many thousands of adults.

With the highest rate of disability per capita and the rapidly evolving introduction of a National Disability Insurance Scheme, delivering rich services and fulfilling our goal of making a positive difference has never presented such great challenges or opportunities.

Vision Statement

In 2021 St Giles will be:

The acknowledged leader in our field

Recognised and understood by children, families, adults, our peers, Government and the wider community.

Helping Tasmanians

Supporting individuals and families and working collaboratively with community and business partners and other service providers.

Live to their full potential

Achieving best outcomes and quality of life.

Values Statement

Our values guide our choices and shape the way our employees and clients work together

In all that we do we will:

- **Be proactive** and innovative in our approach
- **Be respectful** and accessible at all times
- **Work** collaboratively
- **Be accountable**
- **Build trust** and act with the whole community in mind

Our Mission

To deliver a comprehensive and contemporary range of specialised services to individuals and families.

Through our rich history the services offered have constantly changed in response to the needs of the community.

As the influences on us change and as the strategic plan is implemented, the model will adapt accordingly.

The table details the mix of services and clients at present:

Service	Children with disabilities	Children with developmental concerns	Adults with disabilities	Adults with medical conditions	Parents and families
Group and shared accommodation for adults					
Community based personal support - services delivered in the home and out reach programs					
Children's respite services					
Children's therapy; early intervention & school age services					
Hydrotherapy					
Seating and equipment clinic					
Assistive technology and communication access services					

Service	Children with disabilities	Children with developmental concerns	Adults with disabilities	Adults with medical conditions	Parents and families
Toy library					
Family support services					

Future Directions

To achieve our Vision we will follow these five future directions:

1. **Collaborate** with other service providers
2. **Facilitate** an improved transition for life
3. **Provide** a rewarding place to work
4. **Improve** our organisational systems
5. **Build** a sustainable business
6. **Adopt** a research based approach

The following pages of the plan address each **Future Direction** in detail.

They include:

- The **issues** around each direction are described.
- The strategic **outcomes** for each direction are listed.
- The **role** St Giles can play in achieving the strategic outcomes.
- **Organisations** that may be able to help achieve the strategic outcomes are identified.

Each direction also has a number of **key performance indicators** to help monitor progress.

St Giles Collaborates with Other Service Providers

Issues:

The not-for-profit sector has traditionally operated in a competitive environment where scarce resources have been allocated in an ad-hoc manner. This has led to fragmented service delivery, service duplication amongst providers and significant service gaps that need to be met. By working together through partnerships and combining our respective strengths we will be able to improve the service delivery to our clients as well as provide benefits to ourselves and participating organisations.

Strategic objectives	St Giles role	Others who can help
St Giles grows targeted partnerships that successfully improve service delivery to clients and resource sharing benefits to participating organisations with clear protocols for collaboration	Provider Facilitator	Other NGO's Tasmanian Government DOE
St Giles researches and identifies areas of service duplication and gaps that can guide opportunities for partnerships and collaborative service delivery	Provider Facilitator	Universities Tasmanian Government
St Giles establishes and operates Social Enterprises with other organisations that generate additional government and operational revenues.	Provider Facilitator	Other NGO's Tasmanian & Australian governments

Key performance indicators

- **The number of successful partnerships formed**
- **Completed model**
- **Reduced gaps and duplications**
- **Increased revenue**

St Giles Collaborates with Other Service Providers

ACTIONS	DATE	PROGRESS MONITOR
St Giles identifies service gaps and potential solutions that use collaborative projects within the sector.		
St Giles collaborates with sector stakeholders to identify areas of duplication and develop collaborative service solutions to the benefit of the sector, and to the service providers.		
St Giles identifies service partnerships that provide more efficient use of resources or resource sharing benefits, to gain effective client outcomes.		
St Giles forms partnerships with other providers in Tenders for new service contracts in order to increase revenue, size of service base, and service diversity.		
St Giles participates in advisory groups and forums within the sector and related industry areas to maintain currency of knowledge of sector issues and opportunities, and to maintain collaborative opportunities.		

St Giles and Client Life Transition

Issue:

We all have clearly identified transition stages in our lives with the most widely recognised being early childhood to primary school to secondary school to young adolescent to adult to retirement.

These transition points can be problematic for clients and at times when support is most needed it is at best fragmented around transition issues.

There is a very evident gap in the responsibility for helping families manage the issues associated with the transition from childhood to adolescence.

We strongly believe that there needs to be more cohesive planning across the key transition stages and a more rigorous definition of the boundaries between the transition stages.

Traditionally child and adult services have not worked well together and there is a need for an evidence-based model to help understanding of the transition needs of early adolescents.

Strategic objectives	St Giles role	Others who can help
St Giles advocates for a well-supported, equitable and smooth transition through all of life's stages especially the move from childhood to adult life	Advocate	State Government Agencies DCYF Education Australian Gov't other NGOs in the sector NDS Gateway
St Giles formalises a best practice family support model to help families with transition and improve cross boundary organisational knowledge and performance in transition issues and approaches.	Provider	Other NGO's NDS

Key performance indicators

- Transition gaps are funded
- Completion of model
- Increased organisational understanding of transition issues

St Giles and Client Life Transition

ACTIONS	DATE	PROGRESS MONITOR
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<p>St Giles implements evidence-based, best-practice Transition model and policy is developed, piloted and implemented within our organization.</p>		
<p>St Giles literature is reviewed to ensure implementation of best practice transition support programs for teenagers with disabilities and young adults with disabilities and their families</p>		
<p>St Giles works with Federal and Tasmanian Governments, Gateway, Area Advisory Groups, DoE, NDS and Disability Sector in Tasmania to promote consistent recognition, program development and funding for young people with disabilities transitioning to adulthood and adult services.</p>		
<p>St Giles literature is reviewed to ensure implementation of best practice transition support processes for preschool aged children with disabilities and their families as they prepare and enter the school system</p>		
<p>St Giles gains funding to support the activities of Northern Family Support Service in supporting eligible families through all life stages</p>		
<p>St Giles seeks grant funding is gained to enable a pilot of an evidence based transition program</p>		
<p>St Giles implements strategies to strengthen staff and stakeholder recognition of impact of disability on families, the need for disability and cultural respect frameworks, and the focus on individual client goal setting across all life stages.</p>		

St Giles is a Rewarding Place to Work

Issue:

St Giles has a diverse workforce of some 250 people working in a number of locations across the state. Some employees work in isolated circumstances and this can create difficulties for clear internal communication. In other cases workload is heavy. There are a range of expectations for job satisfaction and it is challenging planning individual career pathways. St Giles wants to have a stable, knowledgeable, well informed and competent workforce.

Strategic Objectives	St Giles role	Others who can help
St Giles values employees and their efforts are recognised.	Provider	
St Giles nurtures an organisational culture of reflective practice driven through the implementation of the Supervision Model	Provider	
St Giles offers ongoing professional development of all employees across the organisation	Provider Facilitator	Professional associations Training providers
St Giles creates a flexible working environment	Provider	
St Giles drives a best practice and innovative service model that makes employees proud to be part of the organisation.	Provider	Peak bodies
St Giles implements systems and technologies that provide opportunities for staff engagement and participation in the operation of the organisation	Provider	Other NGO's

Key performance indicators

- **Positive staff feedback from survey results**
- **Implementation of the Supervision Model**
- **Raised skill profile of the organisation**
- **Training delivered**
- **Productivity data**
- **Reduced staff turnover**
- **Increased intranet usage**

St Giles is a Rewarding Place To Work

	DATE	PROGRESS MONITOR
St Giles staff competencies at all levels are targeted in recruitment programs.		
St Giles staff are supported through regular clinical supervision programs.		
St Giles offers targeted professional development and registered, and includes internal mentoring or training programs to build capacity, skills and competencies		
St Giles supports staff in accessing, implementing and reviewing evidence based practices.		
St Giles promotes an outcomes based culture, where staff participate in service area goal setting, and receive regular feedback about progress against organizational and their own service area goals.		
St Giles staff are actively supported and progress is objectively monitored and acknowledged in achieving cultural change through sector developments such as the implementation of contemporary service delivery practices, policy changes, client based funding strategies, and new service streams.		
St Giles staff are supported to initiate and participate in quality projects to contribute to the practice evidence base, and to communicate this information at appropriate forums, internally and externally		
St Giles staff satisfaction is measured annually in a variety of feedback methods, and all staff have opportunity to provide confidential feedback.		
St Giles staff feedback is reviewed and appropriate responses planned, implemented, and communicated to staff, and contrasted to previous years' feedback to review patterns and changes.		
St Giles schedules annual strategic reviews of workforce issues, including workforce data recruitment strategies, competencies required, professional development, and staff feedback issues.		
St Giles facilitates ease of staff access to information and communication through ICT infrastructure available across all settings.		

St Giles is a Rewarding Place to Work

ACTIONS	DATE	PROGRESS MONITOR
St Giles identifies staff competencies at all levels and these are targeted in recruitment programs.		
St Giles supports staff through regular clinical supervision programs.		
St Giles provides targeted professional development which includes internal mentoring or training programs to build skills and competencies.		
St Giles supports staff in accessing, implementing and reviewing evidence based practices.		
St Giles is an outcomes based culture where staff participate in service area goal setting, and receive regular feedback about progress against organizational and their own service area goals.		
St Giles staff are actively supported and progress is objectively monitored and acknowledged in achieving cultural change through sector developments such as the implementation of contemporary service delivery practices, policy changes, client based funding strategies, and new service streams.		
St Giles staff are supported to initiate and participate in quality projects to contribute to the practice evidence base, and to communicate their information at appropriate forums, internally and externally		
St Giles staff satisfaction is measured annually in a variety of feedback methods, and all staff have opportunity to provide confidential feedback.		
St Giles staff feedback is reviewed and appropriate responses planned, implemented, and communicated to staff, and contrasted to previous years' feedback to review patterns and changes.		
St Giles schedules annual strategic reviews of workforce issues, including workforce data (eg staff turnover), recruitment strategies, competencies required, professional development, and staff feedback issues. (can coincide with outcomes of staff survey)		
St Giles facilitates ease of staff access to information and communication through ICT infrastructure available across all settings.		

St Giles has Effective Organisational Systems

Issue:

The ongoing development and maintenance of contemporary and best practice, organization-wide systems is needed to manage the increasing complexity of client and family situations and to provide information to clients and staff.
 There is a need for strong and effective communication systems which are supported by technology.
 There is a need for systems to be community based.

Strategic objectives	St Giles role	Others who can help
St Giles will develop and implement common information technology and communication systems across all St Giles operations in Tasmania	Provider	Government funding Other NGO's
St Giles will continually improve and introduce contemporary, best practice management and governance systems	Provider	Potential partners Other NGO's
St Giles will develop and implement ITC systems that are flexible and mobile to meet family and staff needs	Provider	Clients

Key performance indicators

1. **Communications system is implemented**
2. **Policies and procedures up to date**
3. **Policies meet legislative requirements**
4. **Accreditation is maintained**
5. **Systems supported by families and staff**
6. **Results from client surveys are positive**

St Giles has Effective Organisational Systems

ACTIONS	DATE	PROGRESS MONITOR
St Giles Information Technology strategies will link staff and services across campuses and outreach settings through user friendly statewide IT access, service support and ongoing development of technology strategies.		

<p>St Giles staff communication processes are implemented and developed, ensuring all staff, no matter where located, are fully and consistently informed and engaged in operations and processes.</p>		
<p>St Giles clients understand and benefit from effective and family/person centered service information and service delivery, including option to use electronic communication systems ,website information, and interactive tele-health facilities and strategies</p>		
<p>St Giles policies and procedures are reviewed annually to ensure all legislative and service requirements are met, that they reflect our current practices, and that they are accessible to/easily understood by staff.</p>		
<p>St Giles maintains accreditation to identified standards (including Quality Management Systems, Disability Service Standards, Quality & Safety Standards, FaHCSIA FSP Administrative Approval Requirements, Attendant Care Standards, Accounting Standards, etc) and is compliant to reporting or audit schedules</p>		
<p>St Giles overall funding and service agreement compliance and accountability requirements are monitored through an annual management review to ensure all obligations are met, and they are met through the most efficient use of St Giles resources.</p>		
<p>St Giles funding and service accountabilities are completed in a timely fashion, and all program / project grant commitments are complied with, within our resources.</p>		
<p>St Giles risk management protocols are used and annually reviewed across the organisation, and implemented in all service areas, for all new projects and in individual client plans</p>		

A Sustainable St Giles

Issue:

St Giles’ organizational diversity means our sustainability depends on many things. These include funding, competition, growing and changing needs, understanding and respecting our core business, organisational size, leadership, contemporary knowledge and systems, partnerships and workforce issues.

Strategic Outcomes	St Giles role	Others who can help
St Giles will be influential in the development and direction of the industry sector.	Facilitator Advocate Participant	Sector bodies State Gov’t Universities Ability First
St Giles will be clear about our core business.	Provider	
The St Giles brand will be recognized statewide and nationally.	Provider Activator	Clients & Families Donors Media Staff & volunteers
St Giles will have a stable, competent workforce	Provider	Universities Other providers Professional Associations employees
St Giles will have financial certainty with strong and diverse funding sources	Provider	Governments Donors St Giles private RDA Business benefactors
St Giles will have strong leaders at all levels of the organisation that respond quickly to change and opportunities	Provider	Professional associations RTO’s Staff
St Giles will provide a contemporary service model that our employees and clients are proud of.	Provider Activator	Universities Peak Bodies NDS

Key performance indicators

- Advice sought from St Giles by other industry members
- Scope of representation
- Wide recognition of St Giles
- Reduced level of staff turnover
- Positive financial indicators and ratios
- A growing donor base
- Strong levels of Federal and State Government funding
- Private fees for service

St Giles Will Be Sustainable		
ACTIONS	DATE	PROGRESS MONITOR
St Giles maintains a positive public image in the community through media or events, and actively participates in relevant community, disability sector or state/national developments or issues.		
St Giles considers all appropriate new service tender opportunities that will strengthen our position in the sector, our annual turnover, and provide diversity of funding, within the capacity of our resources.		
St Giles Management Team reviews its operational governance, strategic and financial position annually, as part of future planning and communication about new directions or strategies. It also reviews of demographic and service data to identify key service areas for possible development or for increased or revised investment		
St Giles Management team liaises regularly with State and Federal government representatives, sector colleagues and stakeholders to monitor, plan and respond to stakeholder or sector issues or policy change		
St Giles Management Team regularly reviews our service delivery strategies and prepares risk management strategies to ensure sustainable outcomes for our clients, our services and the non government sector.		

<p>St Giles ensures staff representation on a range of key panels, advisory groups, and forums within the sector and related industry areas to maintain currency of knowledge of sector issues and opportunities, and to maintain a high profile.</p>		
<p>St Giles annually reviews fundraising programs with regard to use of cost effective strategies to ensure increasing net fundraising income to support service development and other financial demands on the organization.</p>		
<p>St Giles maintains a positively framed and proactive bequest program within the community</p>		
<p>St Giles develops strong, long term corporate sector partnerships in the delivery of specific projects and service goals</p>		