



### **Our Vision ....**

To provide and deliver *flexible, creative and responsive support* to *suit the individual*

### **Our Mission ....**

To be a leading provider of flexible and dynamic services that empower people with disabilities and their carers, to lead inclusive, valued lives

### **At FlexiChoice we Value ....**

- ✓ Flexible, innovative and quality practices
- ✓ Respect for each individual's contribution, abilities and achievements
- ✓ Professional conduct and integrity in all aspects of our service
- ✓ Effective communication and working relationships
- ✓ Strong leadership and business management structure

# Our Strategic Plan 2016 – 2019

	<b>Our Stakeholders</b> (Service Users, business partners, investors)	<b>Our Team</b> (Staff, Volunteers & Management)	<b>Our Finances</b>	<b>Our Operations</b> (Running of our business)
<b>Strategic Objectives</b>  (SO)  priority areas for success	<p><i>We will:</i></p> <ol style="list-style-type: none"> <li>1. <b>Diversify and develop a <i>unique</i> product mix of services</b>, providing flexible <i>options</i> for service user/customer needs</li> <li>2. <b>Strengthen our brand identity</b>, promotion of FlexiChoice</li> <li>3. <b>Generate strategic partnerships</b>, community and commercial support and sponsorship, to enhance our ability to actively work together</li> <li>4. <b>Increase Investors</b> (i.e. Income sources) and broaden income streams</li> </ol>	<p><i>We will:</i></p> <ol style="list-style-type: none"> <li>1. <b>Continue to build a team of diverse, skilled staff</b> who work towards our vision <i>and values</i></li> <li>2. <b>Balance recruitment and staff allocation</b> with the new NDIS outputs and funding model</li> <li>1. <b>Ensure we have well defined succession plans</b> in place for key team roles</li> </ol>	<p><i>We will:</i></p> <ol style="list-style-type: none"> <li>1. <b>Build a robust, resilient and financially strong operation</b> that can successfully transition into the NDIS environment</li> <li>2. <b>Diversify and increase our income streams particularly outside of NDIS funds</b></li> <li>3. <b>Seek significant cost savings</b></li> </ol>	<p><i>We will:</i></p> <ol style="list-style-type: none"> <li>1. <b>Strengthen our Risk Management systems</b> upholding good corporate governance standards and developing rigorous policies and procedures</li> <li>2. <b>Maintain and diversify our service to best utilise building facility</b> ensuring we provide a flexible choice to our service users and maintain service user and staff safety</li> </ol>

*We will know we are succeeding by monitoring and reporting our progress on*

	Our Stakeholders	Our Team	Our Finances	Our Operations
<p><b>Key Performance indicators (KPI)</b></p>	<ol style="list-style-type: none"> <li>1. Development and diversification of our product mix (services), including unique and innovative options to suit service user and customer needs and choice.</li> <li>2. Development and delivery of our and promotions calendar. Exceptional stakeholder feedback. FlexiChoice leading as a preferred Service Provider in the region.</li> <li>3. Development of strategic partnerships with community support and sponsorship.</li> <li>4. Increasing Investors and commercial enterprise engagement with a minimum of 50% growth in our outputs and 50% increase in our brokerage.  Broadening our customer base and investors outside of NDIS market.</li> </ol>	<ol style="list-style-type: none"> <li>1. How engaged and professional our staff are.  How much our staff enjoy their work and the work environment.  How well we retain our staff and develop their skill sets.</li> <li>2. Our outputs and staff achievement ratio's under the NDIS <i>model</i>.</li> <li>3. Clear Succession plans are in place for key team roles.</li> </ol>	<ol style="list-style-type: none"> <li>1. Development of robust monitoring and reporting system for NDIS and key performance indicators (KPI's) in the provision of services.</li> <li>2. Our financial sustainability, and increase in revenue, in line with our diversified activities.</li> <li>3. Development of cost saving strategies. How significantly we reduce our administrative overhead expenses.</li> </ol>	<ol style="list-style-type: none"> <li>1. Having Robust Systems in place to minimise risk.  Our operational plan ensures good corporate governance and is implemented.  The effectiveness of our policies and procedures.  Overall economic performance, market integrity and promotion of transparent and efficient professional operations.</li> <li>2. Our diverse product mix and utilisation of building.  Flexibility and Choice offered within services.</li> </ol>

*What we will do to achieve our objectives successfully*

	Our Stakeholders	Our Team	Our Finances	Our Operations
<p><b>Strategies</b> <b>(ST)</b></p>	<ol style="list-style-type: none"> <li>1. Research and Investigate creative options to diversify and improve our product mix. Increase our skill set to engage as a conduit (intermediary) in providing information regarding the NDIS.</li> <li>2. Develop marketing skills. Create marketing plan. Highlight our <i>competitive point of Difference (CPoD)</i>. Create promotional calendar with increased activity and coverage (including outside of NDIS market). Actively network to increase our standing in the community and with other services.</li> <li>3. Identify opportunities to engage strategic partnerships (community &amp; commercial), to work collaboratively including the development of our facilities and social enterprise opportunities.</li> <li>4. Broaden network and actively engage in selling of services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Diversify staff skill sets. Foster a team culture promoting effective communication, information and knowledge sharing. Ensure supportive and friendly staff base to ensure that service user and carer expectations are exceeded through professional conduct. Ensure an enjoyable working environment.</li> <li>2. Monitor outputs (in hours) and outcomes (in financial KPI's) to measure against NDIS requirements.</li> <li>3. Update key team roles, responsibilities and procedures to ensure streamlined transfer of skills for succession planning. Multi-skill staff for backup.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor our progress in relation to unit costs, outputs, cost/output, hours/output, wages, and income and expense ratios). Build budgets and chart of accounts to reflect NDIS requirements. Coordinator and MC to monitor Key statistics monthly and build risk mitigation strategies.</li> <li>2. Seek opportunities to grow our income streams (through brokerage, diversified product mix, sponsorships, strategic partnerships)</li> <li>3. Identify areas with opportunities for cost savings and investigate alternate practices. Reduce operational and unnecessary expenses (including vehicles, and the fine tuning of support activities).</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop strong risk management plan to address NDIS model in future (e.g. Increase, decrease in Service Users, income or expenses). Develop operational plan and goals. Ensure MC membership covers a range of skills and experience. Review and develop monthly MC reporting system, detailing outputs, outcomes and purpose.</li> <li>2. Continue to improve and optimise utilisation of building facility. Develop efficient, flexible and innovative models of service delivery. Develop all aspects of our business to support future opportunities, directions and expansion.</li> </ol>

