



MYGOAL
AUSTRALIA

STRATEGIC PLAN

2019-2024

Contents

| | |
|---|---|
| Contents | 2 |
| Introduction | 2 |
| My Goal Australia : who we are and where we come from..... | 3 |
| My Goal Australia : the world we work in | 4 |
| My Goal Australia : our purpose, vision, values and priorities..... | 6 |
| My Goal Australia : our plan | 7 |

Introduction

My Goal Australia Pty Ltd (My Goal) is a growing company that encompasses a variety of specialist disability supports under the National Disability Insurance Scheme (NDIS) including Supported Independent Living (SIL) and community participation services. My Goal is a company solely focused on providing key and quality services to people with a disability in the local community. My Goal administration office is based in Charlestown, NSW and the company supports people with a disability and their families in the Local Government Areas of Lake Macquarie, Newcastle, Port Stephens, Maitland and Cessnock. The company works closely with related services, business and community organisations in these LGAs.

My Goal commenced operations in 2016. My Goal is committed to providing the highest quality service for each participant, delivering variety with enthusiasm to make each day a step toward achieving the goals and dreams of the people central to our purpose - supporting and enhancing independence for people with a disability.

The disability service system in New South Wales (NSW) and across the whole of Australia has undergone and still is in an unprecedented period of change. With the commitment of State, Territory and Commonwealth governments to implement a National Disability Insurance Scheme (NDIS), across Australia by 2020, organisations providing services to people with disability are faced with examining every aspect of their business if they are to meet the expectations of the NDIS, and most importantly, the changing expectations of people with disability, their families and their carers.

The introduction of individualised funding enables people with disability to have greater control over their lives and supports person centred service delivery. As people become more empowered to ask for what they need, organisations must respond with high quality, tailored services.

Changes to disability services funding in Australia has resulted in challenges to crisis accommodation services and individuals with complex support needs. This has created a need for therapy programs and accommodation services to work together to provide the best care and support for individuals on the spectrum. Effective collaboration between services is well established in the literature as providing best outcomes for individuals living with disability. Collaboration is particularly essential to gain positive and beneficial outcomes for those with complex care needs.

Collaborative approaches [our model] involve high levels of management and strong relationships. It requires input and buy-in from families, friends and a range of service providers. This means a higher level of facilitation and oversight. But it's the best way to ensure our participants' outcomes/ goals are supported.

There is a higher degree of accountability that has been introduced through providing services under the NDIS, in the form of a quality management framework and staff management plan. Programs are being reviewed to ensure they are providing positive outcomes for people with disability and are being provided safely, consistently and creatively.

My Goal Australia Disability Services ("My Goal Australia ") has prepared this strategic plan To reflect on the goals, strategies and vision that led to the success of the business and to use those insights to drive even greater success in the future. The Strategic Plan will also serve to guide its activities over the next four-and-a-half years, to ensure it consolidates its current operations, and continues to provide and improve its services to people with disability as it prepares for the NDIS. The plan was drafted by the Director of Directors, the Chief Executive Officer and the Leadership Team. It was finalised following consultation with a selection of people receiving services from My Goal Australia , their families and carers, other members, and community stakeholders such as Local Councils and other service providers. This plan will be reviewed and reported upon on a quarterly basis and made available on the organisation's website.

My Goal Australia : who we are and where we come from

My Goal has positioned itself to provide Supported Independent Living to participants who have experienced a family breakdown, a placement breakdown or any other traumatic event resulting in temporary accommodation in a hospital setting impacting on themselves and their families even further. My Goal has a strong desire to improve this situation for the person by collaborating with other paid services and informal support to achieve the necessary outcomes in the shortest possible time with the ultimate goal of the person living back in the community in their own home with the required level of support.

We specialise in delivering SIL to people with complex behavioural needs with support arrangements at care ratios of 2:1, 1:1 and 1:2. We see this reduction in support level imperative for the sustainability of the scheme and to allow for other participants to access the reasonable and necessary support they need.

Our primary goal other than to provide the highest quality of support is to support the individual to reduce their level of support requirements from 2:1 through to 1:2 in a well-supported and planned approach.

There's an ongoing need to provide a SIL program. It's vital for people with a disability to have choice. There are many local community-based organisations providing similar services, but each offers a different approach and unique culture, providing choice and control to the participants.

A part of our core business focus is hospitalisation of people with a disability in emergency accommodation situations which needs significant improvement. There is no specialised space that cater the appropriately for people with a disability in crisis. The option available to people in this circumstance is to be cared for in an acute care setting that is designed to take people for 24-48 hours as an in-patient in a mental health department at one of our local hospitals. The arrangement remains in place for the a number of weeks or months until a housing arrangement in the community can be sought. This unfortunate scenario has further impact on the person and their family, adds pressures to the health system and can cause pressure on the provider to support rehousing in the community. We need more emergency housing and accommodation for people with a disability. In addition to Specialist Disability Accommodation funding there needs to be added incentive to generate new housing stock and there needs to be further pilot testing of new initiatives

My Goal Australia: our purpose, vision, values and priorities

| Purpose | | | |
|--|---|--|---|
| Our purpose is to provide individualised services to people with disability and assist them to build on their strengths. Our professional staff will welcome and care for our participants and support them to achieve their goals and aspire to new things. | | | |
| Vision | | | |
| Our vision is to provide leadership in communities to ensure people with disability feel included and are recognised for their abilities, cultures and strengths. | | | |
| Values | | | |
| Respect and Recognition | Integrity | Innovation | Professional Excellence |
| <p><i>We treat everyone with courtesy and are respectful and responsive in our dealings with others.</i></p> <p><i>We encourage independence and acknowledge people's gifts.</i></p> <p><i>We support each other in all endeavours.</i></p> | <p><i>We behave with honesty, accountability and reliability.</i></p> <p><i>We care for others and for ourselves.</i></p> <p><i>The decisions we make are transparent and we follow through agreements we make with each other.</i></p> | <p><i>We are creative in our delivery of services to and in our community.</i></p> <p><i>We put people at the centre of their own lives and work with them to expand their dreams and aspirations.</i></p> | <p><i>People receiving our services are the driving force behind all decisions we make.</i></p> <p><i>We use resources in the most effective and efficient manner.</i></p> <p><i>We are dedicated to high standards of practice and promote opportunities for professional development for all our employees.</i></p> |
| Strategic priorities and success measures (2019-2024) | | | |
| NDIS complaint | Professional workforce | Quality services | Asset management |
| <p><i>We will be a viable and effective organisation, delivering high quality services that people need, want and can purchase through the NDIS.</i></p> | <p><i>We will have suitably skilled and qualified staff and leaders who are valued for their contributions and care about the people they work with.</i></p> | <p><i>We will continuously review how we work to ensure we are always improving our practices and the quality of the services we provide, and comply with legal requirements and industry standards.</i></p> | <p><i>We will manage our current assets effectively and responsibly, and explore opportunities to expand our assets to increase opportunities for people receiving our services and ensure our viability.</i></p> |

My Goal Australia : our plan

In order to achieve our priorities, we have set strategic objectives that will be achieved through a range of activities. Each objective has success measures that provide indicators for My Goal Australia 's progress. Each activity has a date we are aiming to achieve it by and a member of the My Goal Australia Leadership Team who will lead the activities.

Our objectives may change over the life of this plan in response to internal and external events and decisions. Activities will be updated, as objectives change and/or as specific activities are achieved and new activities are identified. The entire plan will be reviewed and updated at least quarterly and regular progress reports will be made to the Director.

My Goal Australia 's strategic plan will be available on the website and updates will be posted as they become available.

| Priority 1 (P1) | | NDIS ready: <i>We will be a viable and effective organisation, delivering high quality services that people need, want and can purchase through the NDIS.</i> | | | |
|-----------------|---|---|---|--------------------------------|--|
| | Objective* | Activities | Target date | Lead person | *Success measure |
| P1:1 | Ensure My Goal Australia 's stakeholders are informed about and engaged with changes to the organisation and the disability sector. | <ul style="list-style-type: none"> ◆ Develop a Stakeholder Engagement Plan. ◆ Hold an open day. | by 31/06/19 (report quarterly) by 30/03/20 | DIRECTOR Office Manager | <ul style="list-style-type: none"> ◆ Retain 90% of the existing participant base. ◆ Expand the participant base by 20%. |
| P1:2 | Increase My Goal Australia 's profile and explore new business opportunities. | <ul style="list-style-type: none"> ◆ Investigate the need for a senior position or consultancy to provide advice about marketing and social enterprise opportunities. ◆ Finalise and launch the new company logo and website. | by 31/09/19 by 31/05/19 | DIRECTOR DIRECTOR | <ul style="list-style-type: none"> ◆ Increase social media followers by 5% each year. ◆ Two new programs/ventures (potentially building on or redesigning an existing service or program). |

| Priority 1 (P1) | | NDIS ready: <i>We will be a viable and effective organisation, delivering high quality services that people need, want and can purchase through the NDIS.</i> | | | |
|-----------------|---|---|-------------|------------------------------|--|
| Objective * | Activities | Target date | Lead person | *Success measure | |
| P1:3 | Understand the industry marketplace and look at growth opportunities for My Goal Australia , in a collaborative way with other service providers. | ♦ Research areas of interest for growth (e.g. consider demographics, service demand, existing providers). | by 31/12/19 | DIRECTOR | ♦ Recommendations for growth priorities made and reviewed by the Executive Team (i.e. geographic areas, target group/s, service type/s etc.) ♦ Minimum of two growth priorities decided upon. |
| | | ♦ Talk to other key service providers about opportunities for collaboration. | by 30/06/19 | DIRECTOR | |
| P1:4 | Ensure My Goal Australia 's operating systems are fit for purpose. | ♦ Conduct a review of service management policies and procedures (e.g. financial management, human resources, work health and safety, strategy and governance). | by 30/06/20 | DIRECTOR | ♦ 100% of policies and procedures reviewed. ♦ 95% operating system is fit for purpose. |
| | | ♦ Revise operating systems as necessary. | by 30/06/21 | DIRECTOR | |
| P1:5 | Ensure My Goal Australia 's existing services and practices are fit for purpose. | ♦ Conduct a review of participant support policies and procedures (e.g. lifestyle, health and wellbeing, finances). | by 30/06/20 | Quality & Compliance Officer | ♦ 100% of policies and procedures reviewed. ♦ 20% improved participant satisfaction with services. |
| | | ♦ Revise services and practices as necessary. | by 30/06/21 | DIRECTOR | |

| Priority 2 (P2) | | Professional workforce: <i>We will have suitably skilled and qualified staff and leaders who are valued for their contributions and care about the work they do.</i> | | | |
|-----------------|---|--|-------------|------------------|---|
| Objective* | Activity | Target date | Lead person | *Success measure | |
| P2:1 | Ensure My Goal Australia 's existing and future staff have suitable skills, qualifications and training, including a robust induction program | <ul style="list-style-type: none"> Develop an action plan for current staff's training and development needs. | 30/06/2019 | HR Consultant | <ul style="list-style-type: none"> 95% of staff have Certificate III or higher qualification 100% position descriptions reviewed. 90% of new staff completed new induction program within required timeframes. |
| | | <ul style="list-style-type: none"> Review position descriptions. | 31/12/2019 | HR Consultant HR | |
| | | <ul style="list-style-type: none"> Review induction program. | 31/12/2019 | Consultant | |
| P2:2 | Ensure My Goal Australia effectively manages and plans for its current and future workforce. | <ul style="list-style-type: none"> Develop a Workforce Management Plan. | 31/06/2015 | HR Consultant | <ul style="list-style-type: none"> 90% of existing staff and management undergone development or up skilling. 85% staff retention rate. |
| | | <ul style="list-style-type: none"> Review and develop the management team to ensure they have the skills to effectively manage staff. | 31/12/2019 | DIRECTOR | |
| | | <ul style="list-style-type: none"> Investigate alternative employment mechanisms. | 30/06/2019 | HR Consultant | |
| P2:3 | Ensure staff at My Goal Australia are protected and understand their rights, and understand the requirements of the job and expectations on | <ul style="list-style-type: none"> Finalise the current review of human resources policies and procedures. | 30/06/2020 | HR Consultant | <ul style="list-style-type: none"> 85% of staff and management trained in new policies and procedures. |
| | | <ul style="list-style-type: none"> Implement any new or changed policies and procedures (e.g, staff | 31/12/2020 | HR Consultant | |

| Priority 2 (P2) | | Professional workforce: <i>We will have suitably skilled and qualified staff and leaders who are valued for their contributions and care about the work they do.</i> | | | |
|-----------------|---|--|-------------|------------------|--|
| Objective* | Activity | Target date | Lead person | *Success measure | |
| | them. | training). | | | |
| P2:4 | Ensure staff are recognised for improved performance and high quality performance, directly related to participant outcomes. | ♦ Develop an incentive based staff recognition program. | 31/12/2019 | DIRECTOR | ♦ Increased staff satisfaction with workplace. ♦ Number of grievances related to workplace culture reduced. |
| | | ♦ Implement the staff recognition program. | 30/06/2020 | Office Manager | |
| P2:5 | Ensure the My Goal Australia Leadership team has the right mix of skills and knowledge and has open and effective communication with the DIRECTOR . | ♦ Document Management Team and Executive Team reporting processes, including templates for regular reporting, frequency and mechanisms for escalation of issues. | 31/06/19 | DIRECTOR | Director received consistent reports regarding operations, finances, assets. staff risk and quality. |
| | | | 31/12/19 | DIRECTOR | |

| Priority 3 (P3) | | Quality services: <i>We will continuously review how we work to ensure we are always improving our practices and the quality of the services we provide, and comply with legal requirements and industry standards.</i> | | | |
|-----------------|---|--|--------------------------|--|---|
| Objective* | Activity | Target date | Lead person | *Success measure | |
| P3:1 | Ensure My Goal Australia complies with relevant legislative and funding agreement requirements, and meets all necessary industry standards. | <ul style="list-style-type: none"> Attain renewal of current registration via NDIS Quality and Safeguards Commission | by 30/09/19 | Quality & Compliance Officer | Verification achieved |
| | | <ul style="list-style-type: none"> Review any new business opportunities for relevant standards, accreditation etc. (e.g. Children's Guardian accreditation for provision of voluntary out of home care services for children). | as required | Quality & Compliance Officer | Accreditation achieved as necessary |
| P3:2 | Continue to implement My Goal Australia's quality management plan. | <ul style="list-style-type: none"> Conduct regular service audits and compliance checks - Periodic Service Review (PSRs). Manage the stakeholder feedback mechanisms as part of the Stakeholder Engagement Plan. | Monthly Bi-yearly | Quality & Compliance Officer Executive Manager - Participant and Stakeholder Engagement | 95% audit and compliance issues addressed within required timeframes 85% return and response rate to stakeholder feedback mechanisms |

| Priority 3 (P3) | | Quality services: <i>We will continuously review how we work to ensure we are always improving our practices and the quality of the services we provide, and comply with legal requirements and industry standards.</i> | | | |
|-----------------|---|--|--|---|--|
| | Objective* | Activity | Target date | Lead person | *Success measure |
| P3:3 | Develop a robust risk management framework for My Goal Australia . | <ul style="list-style-type: none"> ◆ Draft a Risk Management Framework (policy, plan, register etc.) | 31/10/19 | DIRECTOR | 95% risk issues addressed within required timeframes |
| P3:4 | Establish a culture of continuous improvement with My Goal Australia 's staff, management, participants and other stakeholders. | <ul style="list-style-type: none"> ◆ Analyse and report on data from quality management activities. ◆ Identify and act upon improvement initiatives (e.g. staff training, establish a community of practice etc.). | by 30/06/19 (report quarterly) by 30/06/19 (report quarterly) | Quality & Compliance Officer Quality & Compliance Officer Person Centred Planning Officer | 95% quality improvement issues addressed within required timeframes Improved outcomes for participants. |

| Priority 4 (P4) | | Asset management: <i>We will manage our current assets effectively and responsibly, and explore opportunities to expand our assets to increase opportunities for people receiving our services and ensure our viability.</i> | | | |
|-----------------|---|--|--------------------------------|------------------------------|--|
| Objective* | | Activity | Target date | Lead person | *Success measure |
| P4:1 | Ensure assets are being appropriately managed and status reports are provided to the Director . | <ul style="list-style-type: none"> Develop an Asset Management Plan. | by 30/06/19 (report quarterly) | Quality & Compliance Officer | 95% properties fit for purpose Investment targets achieved |
| | | <ul style="list-style-type: none"> Review and document current schedule as addendum to the Asset Management Plan. | by 30/06/19 | Office Manager | |
| P4:2 | Continue implementation of maintenance schedule to ensure properties are fit for purpose. | <ul style="list-style-type: none"> Provide quarterly activity reports as part of the Asset Management Plan report. | by 31/07/19 (report quarterly) | | 95% maintenance requests up to date |
| P4:3 | | <ul style="list-style-type: none"> Determine My Goal Australia 's capacity for asset management. Draft a policy that clearly outlines separation between landlord and support services. | Immediate and ongoing | DIRECTOR | |
| | | <ul style="list-style-type: none"> New use commenced | 30/06/2015 | | |
| P4:5 | Investigate strategic partnerships that might provide property opportunities (e.g. developers, intentional communities) | <ul style="list-style-type: none"> Meet with relevant potential partners Draft business development plan as necessary | 30/06/2020 31/12/2020 | Director /DIRECTOR | Two new opportunities investigated and acted on as appropriate |



 1/63 Ridley Street, Charlestown NSW 2290

 www.mygoalaustralia.com.au

 0484 311 398

 1800 4 MYGOAL

 mygoal@mygoalaustralia.com.au