

# Strategic Plan

2019 – 2022

**Impact**  
*matters*







# Impact *matters*

## *Strategic Plan* **Contents**

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Independence Australia is a social enterprise that provides choices for people living with a disability or other personal need, enabling them to regain and retain their independence within a supportive community.

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# Values & Guiding Principles

We value equity, empathy, respect and quality. To demonstrate our commitment to these values, we adhere to the following guiding principles:

## Customer Centric



Ensuring that customers have choice and control is paramount in our decision making



## Valued People

Encouraging and rewarding innovation and excellence, recognition and feedback





## One Organisation

Sharing a common  
purpose supported by  
positive contributions,  
clear responsibilities and  
accountability



## Right First Time

Promoting excellence in  
everything we do



# Strategic Intent

Independence Australia's new Strategic Plan will position the organisation to create sustainable social gains for people living with a disability or other personal needs by:

- Putting our **customers first** in everything we do
- Leveraging our related **social enterprise** capabilities to support our core charitable purpose
- Delivering a sustainable **social impact** that improves the well-being of people within the community
- Delivering **good governance** that guides the organisation to ensure it delivers on its core purpose in alignment with its values and guiding principles






Direction 1:

# Customer First



Direction 1:

## Customer First

| <br>Strategic Initiatives  | <br>Customer Outcomes |            |            | <br>Sustainable Enterprise Outcomes |               |        |
|---|--|------------|------------|--|---------------|--------|
|   | Living   | Connecting | Developing | Financial  | Balance Sheet | Impact |
| <b>Embed a customer first approach across the business</b><br>Be a trusted partner of choice  | ✓  | ✓          | ✓          | ✓  | ✓             | ✓      |
| <b>Grow the scale and reach of customer support services</b><br>Position IA as a leader in the community services sector                                | ✓  | ✓          | ✓          | ✓  | ✓             | ✓      |
| <b>Develop a tailored customer solution via a common digital platform</b><br>Implement an integrated offering that delivers tailored customer solutions | ✓  | ✓          | ✓          | ✓  | ✓             | ✓      |



Direction 2:

# Social Enterprise

Direction 2:

## Social Enterprise



|  | Living | Connecting | Developing | Financial | Balance Sheet | Impact |
|--|--------|------------|------------|-----------|---------------|--------|
| <b>Ensure social enterprise activities generate a sustainable surplus</b><br>Generate an ongoing surplus that supports organisational sustainability | ✓      | ✓          | ✓          | ✓         | ✓             | ✓      |
| <b>Position the social enterprise as a leading provider of health and well-being products</b><br>Exceed customer expectations                        | ✓      | ✓          | ✓          | ✓         | ✓             | ✓      |
| <b>Develop technology solutions that support growth</b><br>Enhance efficiency and effectiveness  | ✓      | ✓          | ✓          | ✓         | ✓             | ✓      |





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Direction 3:

# Social Impact

## Direction 3: Social Impact



| Strategic Initiatives  | Customer Outcomes |            |            | Sustainable Enterprise Outcomes |               |        |
|--|-------------------|------------|------------|---------------------------------|---------------|--------|
|  | Living            | Connecting | Developing | Financial                       | Balance Sheet | Impact |
| <b>Explore opportunities for sustainable impact</b><br>Develop and implement sustainable service responses that can demonstrate positive social impact for customers | ✓                 | ✓          | ✓          | ✓                               | ✓             | ✓      |
| <b>Develop a social housing model</b><br>Develop a market leading, innovative social housing model   | ✓                 | ✓          | ✓          | ✓                               | ✓             | ✓      |
| <b>Pursue strategic opportunities that extend scale, reach and impact</b><br>Advance the core purpose of the organisation  | ✓                 | ✓          | ✓          | ✓                               | ✓             | ✓      |



Direction 4:

# Good Governance

Direction 4:

## Good Governance

| Strategic Initiatives   | Customer Outcomes |            |            | Sustainable Enterprise Outcomes |               |        |
|---|-------------------|------------|------------|---------------------------------|---------------|--------|
|   | Living            | Connecting | Developing | Financial                       | Balance Sheet | Impact |
| <b>Support impact sustainability through balance sheet and financial performance</b><br>Maximise return on equity   | ✓                 | ✓          | ✓          | ✓                               | ✓             | ✓      |
| <b>Ensure quality and compliance requirements are met</b><br>Meet quality certification and compliance requirements | ✓                 | ✓          | ✓          | ✓                               | ✓             | ✓      |
| <b>Ensure good governance</b><br>Externally reviewed standards of governance practice are in place and adhered to   | ✓                 | ✓          | ✓          | ✓                               | ✓             | ✓      |



# Enablers



## Workforce

Workforce strategy and planning to meet emerging customer needs



## Information Technology

Information technology capability that supports sustainability



## Communication

Customer driven communication strategy to develop brand awareness and understanding



*Your way.*





