



ICLA STRATEGIC PLAN

2010-11

1. STRATEGIC PLANNING 2008-10

In 2008, ICLA completed a Strategic Plan for the following two years. This high level Strategic Plan conducted an analysis of the environment within which ICLA operates, the priorities for the organisation and decided on the strategic direction for ICLA over the next two years. In 2009, this process was revisited once again.

A meeting was also held with ICLA clients, families and carers who received a progress update and made comments and suggestions.

ICLA's Strategic Plan in 2008 planned the future development of ICLA over the next two years underpinned by:

- Improvement of Client Services
- Continuous quality improvement of the organisation
- Growth of the organisation within the service parameters currently operating
- Research in regard to related services to ascertain viability of expansion into new areas
- Plans for expansion within current areas of operation and new related areas

In 2009, the following new strategic direction was added:

- Growth of the organisation to ensure future viability
- Diversification of current funding avenues to enable growth activities and decrease reliance on current funders

2. STRAGIC DIRECTION 2010-11

The Strategic Plan for 2010-11 encompasses all the areas of the shown in Section 1. In addition, further strategic directions for this period are as follows:

- Registration and acceptance as a Housing Provider
- Proposal to change the structure within the low support service that ICLA offers
- Staffing reconfigurations and staff salary increases
- High emphasis on marketing and fundraising
- Prioritise applications for new service tenders and grants
- Seek new directors on a skill based criteria in selected outstanding areas
- Ensure corporate governance best practices
- Explore possible merger and strategic alliance opportunities

OPERATING PLAN & ACTION PLAN

After completion and approval of the Strategic Plan an Operating Plan is established and details necessary actions for the next year.

This Operating Plan culminates in the Action Plan which provides timelines and responsibilities for all actions. The Action Plan is reviewed by the Board on a quarterly basis and revised where necessary.

STRATEGIC DIRECTION 1 – ENHANCED CLIENT SERVICE DELIVERY

ICLA strives to be a best practice model in the sector by promoting positive and identifiable client outcomes in health, rehabilitation and recovery as a result of services provided by the organisation.

The organisation continues to strengthen its service delivery models by improving its Client Support Plans in terms of identification of needs, prioritization, action, review and monitoring.

Our focus in the coming year will be to ensure that ICLA's service models effectively meet the needs of our clients and achieve the intended outcomes of our service provision. We will also ensure that the organisation makes effective use of existing community service networks, professional services and facilities.

In addition, ICLA will review its low support service with a view to changing the structure of this service to ensure that our service provision meets the changing needs of our clients.

ICLA will continue to seek to increase carer and family involvement in ICLA's services and ensure client choice and influence in ICLA's services and their own individual support plan, and assist clients to live as independent a life as possible and to be part of general community.

STRATEGIC DIRECTION 2 – CONTINUOUS IMPROVEMENT IN STAFF SERVICES

ICLA is well aware of the importance of retaining and recruiting high quality staff with a good work ethos and a commitment to ICLA. Staff turnover continues to be high at ICLA (as it is in the rest of this sector), and is an added cost both in terms of funding, staff training time and disruptions.

This year, ICLA will undertake some extensive staff reconfiguration to maximise efficiencies and add an additional staff member to ADHC services.

There were no staff increases in the last year apart from a small number of merit increases. This year, ICLA will conduct a review of all salaries and will award increases where justified and in line with budget constraints.

The organisation has also moved to job specialization rather than generalization to ensure best practices in all areas. This tiered organisational structure also gives staff another avenue for advancement.

ICLA will continue with its review to ensure that all staff related areas are evaluated and any necessary changes implemented to provide the organisation with an efficient, competent staff structure and staff members who are happy, rewarded and incentivized in order to provide optimal services for clients.

STRATEGIC DIRECTION 3 – INFRASTRUCTURE EFFICIENCIES & DEVELOPMENTS

ICLA will continue to improve, consolidate and develop its infrastructure to ensure maximum efficiency. Areas of focus over the last two years have been systems, policies, procedures, presentation material and our website.

Infrastructure efficiencies have been assisted by the efforts of the Finance & Audit Committee in terms of risk management by identifying, controlling and managing all aspects of risk in the organisation. The OH&S Committee reviews all aspects of OH&S and makes recommendations for changes and improvements and the Client Risk Management Committee assists staff to manage risks that may arise while providing support to clients so that adverse effects on lifestyle, health, safety and wellbeing are minimised.

As importantly, ICLA's in-house trainer provides training to all staff (initial and refresher) to ensure knowledge and compliance with all policies, procedures and protocols.

Going forward, areas of focus still continue to be policies and procedures with a new focus on accreditation and quality standards.

STRATEGIC DIRECTION 4 – ENSURE CORPORATE GOVERNANCE BEST PRACTICES

Many developments have occurred in the last year in regard to Corporate Governance that has resulted in a new Corporate Governance Policy, Board Charter, Board Code of Conduct and Corporate Governance Checklist.

A Governance & Nominations (GN) Committee has been established. This Committee is the principal forum wherein the Board's requirements for corporate governance policies and practices are researched, evaluated and implemented and individuals qualified to become directors are identified and recommended.

The other board committee is the Finance & Audit Committee whose role is to assist ICLA & the board to meet its oversight responsibilities in relation to ICLA's financial reporting, internal control structure, risk management procedures and the internal & external audit function.

There are now formal selection criteria for new board members to ensure that ICLA has the optimum mix of skills, experience and expertise on the board. All board members are expected to actively participate not just at board meetings but also in areas applicable to their skills and expertise. At present, there are skill vacancies on the board which will be addressed by the GN Committee over the coming year.

The 2009 AGM voted in favor of the proposal to change from an incorporated association to a company limited by guarantee and the adoption of a new constitution. The GN Committee will finalise the change to an incorporated company and the changes to the constitution.

STRATEGIC DIRECTION 5 –PROJECTS AND RESEARCH

Some degree of research was undertaken in all areas nominated in the last Strategic Plan and these were documented in the Strategic Plan 2009-10.

The projects and areas that are still current are as follows:

- Securing independent housing and the process requirements that are necessary for this undertaking. ICLA intends to register as a Housing Provider in this current plan period.
- Facilities for aging clients - effects of aging population currently in supported housing accommodation and requirement for establishment of separate supported facilities.
- Respite & Activities Centre for Greek & other communities to support families and carers
- Exchanging some current unit accommodation for houses
- ActiveAid – provide people in the community with mental & intellectual disabilities with activities outside their homes.
- HomeRespite - provide a break to people in the community who are caring for someone with mental & intellectual disabilities

ICLA will continue to undertake research, planning, development and funding proposals for areas as above.

STRATEGIC DIRECTION 6 – MERGERS & STRATEGIC ALLIANCE OPPORTUNITIES

ICLA will seek to identify possible synergies and joint ventures with other service providers and related organisations. The avenues that ICLA will explore over the coming year are as follows:

- Merging with a similar sized or smaller organisation
- Joint ventures with other organisations
- Strategic alliances with other organisations

As necessarily long lead times exist to seek out and identify compatible organisations and engage their interest, a Committee has been established to give focus and attention to this area.

STRATEGIC DIRECTION 7 – MARKETING & FUNDRAISING

Diversification of current funding avenues to enable growth activities and decrease reliance on current funders play an important part in the future prospects of ICLA.

The following reports have been completed:

- Marketing Plan Structure
- Fundraising Conditions

- Funding Sources
- Fundraising Plan Outline

Accounting, legal and regulatory issues have been reviewed and any necessary functions carried out in this regard. Preparation of promotion and presentation material has commenced and the first funding project has been decided. A preliminary mail out has been carried out.

A Marketing Committee has been established and the first strategy paper has been completed.

This is an activity that ICLA has not undertaken before and we approach it with caution to ensure we are well prepared in an area that is very difficult in the current climate.

STRATEGIC DIRECTION 8 – PRIORITISE APPLICATIONS FOR NEW SERVICE TENDERS & GRANTS

In 2009, ICLA was successful in the ADHC Pre-qualifying Tender which now gives ICLA the opportunity to be invited to tender on specific ADHC projects. All ADHC invitations to tender will be prioritised.

In the past few years, ICLA has been successful with a number of grant applications that have assisted the organisation to improve its infrastructure, systems and training. We will continue to pursue any grant opportunities that are relevant and become available.

We consider that our current infrastructure will allow us to expand our services on a cost effective basis and we are confident that we can provide best practice services.

We have been hampered in the past due to tight timeframes for grant and new service submissions and our lack of resources to comprehensively complete the applications. We are now confident that we have the available resources to be more successful in the future and will make this a priority should opportunities present themselves.