



Strategic Plan



STRATEGIC AIM

To be Australia's leading agency providing support to individuals with disabilities and their families, through engaging the community and developing innovative creative options

Description

- IOE will be the 'Go To' organisation for agencies around the world in regards to supporting children and young people with disabilities and their families
- IOE will have the leading Australian youth volunteer program known for building individuals' character – social conscience, resilience, confidence to read and deal with challenges, compassion, self-awareness, capability stretching
- IOE will be renowned for creating ground-breaking mutually beneficial community relationships
- Services are customised to the personal hopes and dreams of it's users
- IOE never has to advertise for staff. It has a waiting list of people wanting to join the organisation

Core Purpose

Creating Opportunities and Choice

Core Values

- Respect the dignity and worth of all people
- Listen, learn, understand - then act
- Create opportunities and choice
- Assist individuals and families
- Make connections – people, agencies, community
- Be sustainable in what we do
- Build a more inclusive, supportive & respectful community
- Embrace change
- Open communication
- Have fun and play

Historical Principles

1. Managed by the community for the community
2. Volunteers create community involvement, understanding and awareness of people with disabilities
3. Service aims to support families of children with disabilities through the provision of respite care
4. Provide greater choice for families with children with disabilities, aged 0-18 years, living at home.

Key issues

- Uncertainty regarding IOE's support for adults 18+ years
- Agency population of service users is ageing
- Focus on children and families has been diminished
- Large waiting list for children to access the service
- Current resources and infrastructure (people, space, accommodation, IT, vehicles, etc) are unable to meet all demand for existing services and cannot support potential growth through new services /programs/projects
- Staff ability to listen to, understand and respond to families has become diluted
- Growth potential limited by current historically-defined geographic areas and the service name (outer east)
- Lack of cultural diversity - IOE users don't reflect ethnic mix of areas served
- Lack of diversity amongst volunteers – age, gender, ethnicity
- Lack of discretionary funding for initiatives that aren't able to be self funding

Key Issues (con't)

- Uncertainty regarding true demand on which to reliably plan for expanded services
- Agency structure focused on service functions rather than people – doesn't enable clear access points
- Agency has yet to fully adapt to the market based approach developed by the purchaser / provider division through individually based funding streams
- Does the agency make the best use of its resources – staff, volunteers, services, goodwill, reputation?
- Agency direction being dictated to by funding requirements
- Does the agency share the philosophy and values of other Interchange services?
- Agency is unclear about risk tolerance which causes operational indecision and haphazard decision making

Strategic Agendas

- To ensure that the agency focus is on children and families as the core target group
- To restructure the agency based on people rather than on function
- To develop revenue for the agency to pursue its goals
- To ensure the agency has the capacity to transform new ideas and opportunities into service products

STRATEGIC AGENDAS

- A. To ensure that the agency focuses on children and families as the core target group
 - 1. Develop resources to explain the focus of the agency as a service provider, for families of children with a disability aged 0-18 years
 - 2. Open waiting list for children and their families
 - 3. Build capacity for workers to work productively with families
 - 4. Provide clear direction and certainty for adult service users and their families

- B. To restructure the agency based on people rather than on function
 - 5. Minimise potential contact points for service users – ‘one stop shop’ for Interchange services
 - 6. Develop staff skills and responsiveness to people seeking multiple solutions to their support needs
 - 7. Provide clear access points for potential service users, workforce, community groups, funding bodies and other agencies.

- C. To develop revenue for the agency to pursue its goals
 - 8. Develop a revenue plan
 - 9. Identify projects that the agency wishes to undertake
 - 10. Ensure the agency's infrastructure exceeds what is required for high quality service provision

- D. To ensure the agency has the capacity to transform new ideas and opportunities into service products
 - 11. Explore the development of a new name for the agency that enables service expansion and a distinct philosophical brand that is ours
 - 12. Increase the range and scope of volunteering opportunities
 - 13. Create a more diverse agency
 - 14. Develop a Research and Development capacity
 - 15. Ensure the agency has a clear understanding of risk and its tolerance of risk
 - 16. Make connections and networks with community agencies seeking opportunities to develop ideas together