



## **Strategic Plan: 2014-2018**

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## Introduction

The disability service system in New South Wales (NSW) and across the whole of Australia is in an unprecedented period of change. With the commitment of State, Territory and Commonwealth governments to implement a National Disability Insurance Scheme (NDIS), in NSW by 1 July 2018, 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.

Sunnyhaven Disability Services (“Sunnyhaven”) has prepared this strategic plan 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 Board of Directors, the Chief Executive Officer and the Leadership Team. It was finalised following consultation with a selection of people receiving services from Sunnyhaven, 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.



## Sunnyhaven: who we are and where we come from

Sunnyhaven is a not-for-profit organisation and an incorporated association, governed by a Board of Directors. Its operation is overseen by a Chief Executive Officer (CEO) who is supported by a Leadership Team which is regularly comprised of a Quality Assurance Co-ordinator, an Office Manager and an Accountant, and currently includes a Human Resources Consultant. The organisation employs six Program Supervisors who oversee the 90 -100 staff who directly provide services to more than 130 people with disability.

Sunnyhaven has its head office in Kogarah. At present it delivers services to people with disability in the St George area of Sydney. People who access Sunnyhaven's services are predominantly young adults and older people, with intellectual, developmental and/or physical disability.

The services that Sunnyhaven offers include accommodation support, community access programs, centre based respite and the Koala Playgroup for pre-school aged children with Autism Spectrum Disorder. These services are funded by the NSW Department of Family and Community Services (Ageing, Disability and Home Care). Sunnyhaven also hosts a social group on a weekly basis known as the Coffee Club that is attended by many people with disability living in the local and surrounding areas.

Sunnyhaven was formed in 1998 when two organisations came together; Southaven and Sunnyhurst. Both of these organisations started as schools for children with disability in the 1950s, formed by groups of families coming together to find a meaningful way for their children to be educated. Over the years, both organisations developed their organisations to meet the changing needs of the growing children and, as government provided funding for other types of services, to expand their purpose and the services they provided.

The amalgamation of the two organisations made sense; they shared a longstanding purpose and vision to provide high quality services to people with disability in the St George area. Since coming together, the organisation now known as Sunnyhaven Disability Services has grown its operations and assets, and has gained a reputation as a community that cares for and about the people it provides services to. This growth has not been without difficulties and Sunnyhaven is ripe for a period of consolidation of its staff, improvements to its working culture and quality of the programs it offers, and to meet the challenges of preparing for the disability reforms currently underway.



## Sunnyhaven: the world we work in

In setting strategic directions for the next four years, it is important to look at the external and internal factors influencing and impacting on Sunnyhaven. Considering the strengths, opportunities, challenges and risks these environmental factors pose is critical to Sunnyhaven's future success.

### External factors

Over a 10 year period, Stronger Together (the first phase of reforms that started in 2006) and Stronger Together 2 will have more than doubled funding for disability services in NSW. The NDIS effectively doubles that funding again. In 2018-19, when the NDIS is fully operational, NSW will contribute \$3.1 billion and the Commonwealth \$3.3 billion. This will bring the total expenditure on disability supports in NSW to \$6.4 billion a year.

The NDIS is introducing a system that is person centred and provides individualised funding to people with disability. In NSW, an NDIS pilot has been operating in the Hunter region since July 2013, and it is anticipated the NDIS will progressively roll out to full implementation by July 2018.

NSW reforms are now bannered under the *Ready Together* strategy; this includes the remaining *Stronger Together 2* reforms and growth, and the *Living Life My Way* framework. What this means is that NSW is continuing to make significant changes to its service system ahead of the NDIS, giving people choice and control over their supports and individualised funding arrangements.

In addition to investing in new individualised services and transferring existing block funding to individualised funding in some instances, NSW is also introducing legislative reform to support the introduction of this new way of doing business.

As at January 2013, the *NSW Disability Inclusion Bill* proposes contemporary legislation that will replace the current *NSW Disability Services Act 1993* with contemporary legislation that will provide safeguards, protect people's rights and promote community inclusion, aligning it with the *United Nations Convention on the Rights of Persons with Disabilities*.

In addition, the *NDIS (NSW Enabling) Act* was introduced in October 2013, providing NSW Government with the tools to transfer disability services to the non-government sector, including group homes for people with disability and services delivered through NSW Home Care.

What this means for Sunnyhaven and other current disability service providers is that funding will no longer be granted to organisation. Individuals – both existing clients and potential new ones – will have choice over where and how they purchase services. This unprecedented investment in growth and reform of disability services in NSW presents both challenges and opportunities for community organisations.



## Internal factors

Sunnyhaven's strengths are in its strong community presence, delivering disability services in the St George area for over 50 years; and the commitment of its membership, the staff, the Leadership Team, and the Board of Management. Many of the clients and staff have been a part of Sunnyhaven for many years and value it as a community and workplace.

Recently, Sunnyhaven has faced - and is still undergoing - significant change, particularly in how its staff and Leadership Team provide services to people with disability and interact with them, their families and carers. A higher degree of accountability is being introduced, 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.

It is acknowledged that this amount of change can be tiring for Sunnyhaven's clients, staff and leaders. However, the pace of the reform to disability services is not slowing down and Sunnyhaven is challenged with the prospect of consolidating its current services while considering the potential to grow, with opportunities the transfer of government services to non-government providers may provide.

Changes to the systems used to run Sunnyhaven, such as financial management and information technology, will need to occur over the next few years to be ready for the NDIS. Sunnyhaven will also need to make sure its clients, families and carers, staff and other stakeholders know what these changes are and what impact they will have.

In a more competitive marketplace that reforms will bring about, Sunnyhaven must become a provider of choice and focus on attracting and retaining skilled, dedicated staff. It needs to consider its viability; to continue to provide its current services and review what changes might be needed to ensure they remain relevant and appealing to people with disability.



## Sunnyhaven: 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 clients 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 (2014-2018)

NDIS ready	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>



## Sunnyhaven: 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 Sunnyhaven's progress. Each activity has a date we are aiming to achieve it by and a member of the Sunnyhaven Board or 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 Board of Directors.

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

<b>Priority 1 (P1)</b>		<b>NDIS ready: We will be a viable and effective organisation, delivering high quality services that people need, want and can purchase through the NDIS.</b>			
	<b>Objective*</b>	<b>Activities</b>	<b>Target date</b>	<b>Lead person</b>	<b>*Success measure</b>
<b>P1:1</b>	Ensure Sunnyhaven's stakeholders are informed about and engaged with changes to the organisation and the disability sector.	<ul style="list-style-type: none"> <li>♦ Develop a Stakeholder Engagement Plan.</li> <li>♦ Hold an open day.</li> </ul>	by 31/06/14 (report quarterly) by 30/03/14	CEO  Office Manager	<ul style="list-style-type: none"> <li>♦ Retain 90% of the existing client base.</li> <li>♦ Expand the client base by 20%.</li> </ul>
<b>P1:2</b>	Increase Sunnyhaven's profile and explore new business opportunities.	<ul style="list-style-type: none"> <li>♦ Investigate the need for a senior position or consultancy to provide advice about marketing and social enterprise opportunities.</li> <li>♦ Finalise and launch the new company logo and website.</li> </ul>	by 31/09/14  by 31/03/14	Board  CEO	<ul style="list-style-type: none"> <li>♦ Increase membership by 5%.</li> <li>♦ Two new programs/ventures (potentially building on or redesigning an existing service or program).</li> </ul>



<b>Priority 1 (P1)</b>		<b>NDIS ready: We will be a viable and effective organisation, delivering high quality services that people need, want and can purchase through the NDIS.</b>			
<b>Objective*</b>		<b>Activities</b>	<b>Target date</b>	<b>Lead person</b>	<b>*Success measure</b>
<b>P1:3</b>	Understand the industry marketplace and look at growth opportunities for Sunnyhaven, in a collaborative way with other service providers.	<ul style="list-style-type: none"> <li>♦ Research areas of interest for growth (e.g. consider demographics, service demand, existing providers).</li> </ul>	by 31/12/14	CEO	<ul style="list-style-type: none"> <li>♦ Recommendations for growth priorities made and reviewed by the Board (i.e. geographic areas, target group/s, service type/s etc.)</li> <li>♦ Minimum of two growth priorities decided upon.</li> </ul>
		<ul style="list-style-type: none"> <li>♦ Talk to other key service providers about opportunities for collaboration.</li> </ul>	by 31/06/15	CEO	
<b>P1:4</b>	Ensure Sunnyhaven's operating systems are fit for purpose.	<ul style="list-style-type: none"> <li>♦ Conduct a review of service management policies and procedures (e.g. financial management, human resources, work health and safety, strategy and governance).</li> </ul>	by 31/06/15	CEO	<ul style="list-style-type: none"> <li>♦ 100% of policies and procedures reviewed.</li> <li>♦ 95% operating system is fit for purpose.</li> </ul>
		<ul style="list-style-type: none"> <li>♦ Revise operating systems as necessary.</li> </ul>	by 31/06/16	CEO	
<b>P1:5</b>	Ensure Sunnyhaven's existing services and practices are fit for purpose.	<ul style="list-style-type: none"> <li>♦ Conduct a review of client support policies and procedures (e.g. lifestyle, health and wellbeing, finances).</li> </ul>	by 31/06/15	Quality Assurance Co-ordinator	<ul style="list-style-type: none"> <li>♦ 100% of policies and procedures reviewed.</li> <li>♦ 20% improved client satisfaction with services.</li> </ul>
		<ul style="list-style-type: none"> <li>♦ Revise services and practices as necessary.</li> </ul>	by 31/06/16	CEO	

Priority 2 (P2)	<b>Professional workforce:</b> <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 Sunnyhaven's existing and future staff have suitable skills, qualifications and training, including a robust induction program	<ul style="list-style-type: none"> <li>♦ Develop an action plan for current staff's training and development needs.</li> <li>♦ Review position descriptions.</li> <li>♦ Review induction program.</li> </ul>	30/06/2014  31/12/2014  31/12/2014	HR Consultant  HR Consultant  HR Consultant	<ul style="list-style-type: none"> <li>♦ 95% of staff have Certificate III or higher qualification</li> <li>♦ 100% position descriptions reviewed.</li> <li>♦ 90% of new staff completed new induction program within required timeframes.</li> </ul>
P2:2	Ensure Sunnyhaven effectively manages and plans for its current and future workforce.	<ul style="list-style-type: none"> <li>♦ Develop a Workforce Management Plan.</li> <li>♦ Review and develop the management team to ensure they have the skills to effectively manage staff.</li> <li>♦ Investigate alternative employment mechanisms.</li> </ul>	31/06/2015  31/12/2014  31/06/2014	HR Consultant  CEO  HR Consultant	<ul style="list-style-type: none"> <li>♦ 90% of existing staff and management undergone development or up skilling.</li> <li>♦ 85% staff retention rate.</li> </ul>
P2:3	Ensure staff at Sunnyhaven are protected and understand their rights, and understand the requirements of the job and expectations on	<ul style="list-style-type: none"> <li>♦ Finalise the current review of human resources policies and procedures.</li> <li>♦ Implement any new or changed policies and procedures (e.g, staff</li> </ul>	31/06/2014  31/12/2014	HR Consultant  HR Consultant	<ul style="list-style-type: none"> <li>♦ 85% of staff and management trained in new policies and procedures.</li> </ul>

Priority 2 (P2)	<b>Professional workforce:</b> <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 client outcomes.	<ul style="list-style-type: none"> <li>♦ Develop an incentive based staff recognition program.</li> <li>♦ Implement the staff recognition program.</li> </ul>	31/12/2014  31/06/2015	CEO  Office Manager	<ul style="list-style-type: none"> <li>♦ Increased staff satisfaction with workplace.</li> <li>♦ Number of grievances related to workplace culture reduced.</li> </ul>
P2:5	Ensure the Sunnyhaven Board of Management has the right mix of skills and knowledge and has open and effective communication with the CEO.	<ul style="list-style-type: none"> <li>♦ Develop a Board succession plan that documents current Directors' skills and service history, and considers gaps and likely position successors.</li> <li>♦ Document CEO-Board reporting processes, including templates for regular reporting, frequency and mechanisms for escalation of issues.</li> </ul>	31/06/14  31/12/14	Board  CEO	<ul style="list-style-type: none"> <li>♦ Board positions are fully occupied.</li> <li>♦ Board received consistent reports regarding operations, finances, assets. staff risk and quality.</li> </ul>

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 Sunnyhaven complies with relevant legislative and funding agreement requirements, and meets all necessary industry standards.	♦ Attain verification from the NSW Department of Family and Community Services (Ageing, Disability and Home Care).	by 31/06/15	Quality Assurance Co-ordinator	Verification achieved
		♦ 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 Assurance Co-ordinator	Accreditation achieved as necessary
P3:2	Continue to implement Sunnyhaven's quality management plan.	♦ Conduct regular service audits and compliance checks.	Quarterly	Quality Assurance Co-ordinator	95% audit and compliance issues addressed within required timeframes
		♦ Manage the stakeholder feedback mechanisms as part of the Stakeholder Engagement Plan.	Bi-yearly	Quality Assurance Co-ordinator	85% return and response rate to stakeholder feedback mechanisms
P3:3	Develop a robust risk management framework for Sunnyhaven.	♦ Draft a Risk Management Framework (policy, plan, register etc.)	31/06/14	CEO	95% risk issues addressed within required timeframes



<b>Priority 3 (P3)</b>		<b>Quality services: 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.</b>			
	<b>Objective*</b>	<b>Activity</b>	<b>Target date</b>	<b>Lead person</b>	<b>*Success measure</b>
<b>P3:4</b>	Ensure Sunnyhaven's Constitution is current and serves the organisation's purpose and vision.	<ul style="list-style-type: none"> <li>♦ Finalise review of the Constitution.</li> <li>♦ Review Board and organisation membership (if necessary).</li> </ul>	31/06/2014 31/06/2015	Board/CEO Board	New constitution implemented  95% full Board membership
<b>P3:5</b>	Establish a culture of continuous improvement with Sunnyhaven's staff, management, clients and other stakeholders.	<ul style="list-style-type: none"> <li>♦ Analyse and report on data from quality management activities.</li> <li>♦ Identify and act upon improvement initiatives (e.g. staff training, establish a community of practice etc.).</li> </ul>	by 31/06/14 (report quarterly)  by 31/06/14 (report quarterly)	Quality Assurance Co-ordinator Quality Assurance Co-ordinator	95% quality improvement issues addressed within required timeframes  Improved outcomes for clients.

<b>Priority 4 (P4)</b>		<b>Asset management:</b> <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>			
	<b>Objective*</b>	<b>Activity</b>	<b>Target date</b>	<b>Lead person</b>	<b>*Success measure</b>
<b>P4:1</b>	Ensure assets are being appropriately managed and status reports are provided to the Board.	<ul style="list-style-type: none"> <li>♦ Develop an Asset Management Plan.</li> </ul>	by 31/06/14 (report quarterly)	CEO	95% properties fit for purpose Investment targets achieved
<b>P4:2</b>	Continue implementation of maintenance schedule to ensure properties are fit for purpose.	<ul style="list-style-type: none"> <li>♦ Review and document current schedule as addendum to the Asset Management Plan.</li> <li>♦ Provide quarterly activity reports as part of the Asset Management Plan report.</li> </ul>	by 31/06/14  by 31/06/14 (report quarterly)	Office Manager	95% maintenance requests up to date
<b>P4:3</b>	Consider opportunities provided by planned transfer of government assets.	<ul style="list-style-type: none"> <li>♦ Maintain open communication with FACS about plan for divestment of government assets.</li> <li>♦ Determine Sunnyhaven's capacity for asset management.</li> <li>♦ Draft a policy that clearly outlines separation between landlord and support services.</li> </ul>	Immediate and ongoing  by 30/06/15  by 31/03/15	CEO	At least two new opportunities pursued and acted on if appropriate
<b>P4:4</b>	Progress development of Heath Street property.	<ul style="list-style-type: none"> <li>♦ Determine planned usage for site.</li> <li>♦ Develop a project plan</li> </ul>	31/03/14  30/06/14	Board  CEO	Site is being utilised by clients

Priority 4 (P4)	<b>Asset management:</b> <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
		♦ New use commenced	30/06/2015		
P4:5	Investigate strategic partnerships that might provide property opportunities (e.g. developers, intentional communities)	♦ Meet with relevant potential partners ♦ Draft business development plan as necessary	30/06/2015 31/12/2015	Board/CEO	Two new opportunities investigated and acted on as appropriate