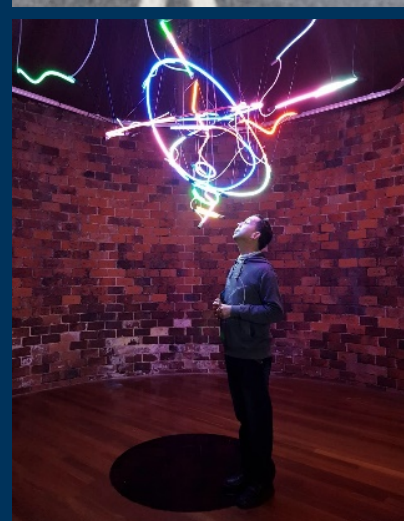


# A Sustainable Future

Strategic Plan 2020 to 2023



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## Our Purpose

### *People with disability have opportunities to live their best life*

Established in 1962, Hartley Lifecare (Hartley) is a Canberra-based not-for-profit organisation providing supported accommodation for people with disability, their families and carers. Originally established to provide a learning facility and therapy support service for children and adults, Hartley has grown extensively to support clients in 36 homes across the ACT.

During the last 6 decades families have continued to rely on and trust Hartley to deliver high quality, person centred support. This is reinforced by our family governance approach and a strong connection to the people who form part of our organisation - our clients, their families, our Board, staff, volunteers and the local community. As we move into the next decade, Hartley will continue to maintain and build upon these strong foundations, ensuring that our clients and their families have opportunities to live their best life.

## Our Values



### Person centred

*The people we support are at the centre of decisions made which relate to their life*



### Leadership

*Our People encompass leadership qualities to drive Hartley to be a sector leader*



### Integrity

*Trust, honesty and reliability are the foundations of our organisation*



### Respect

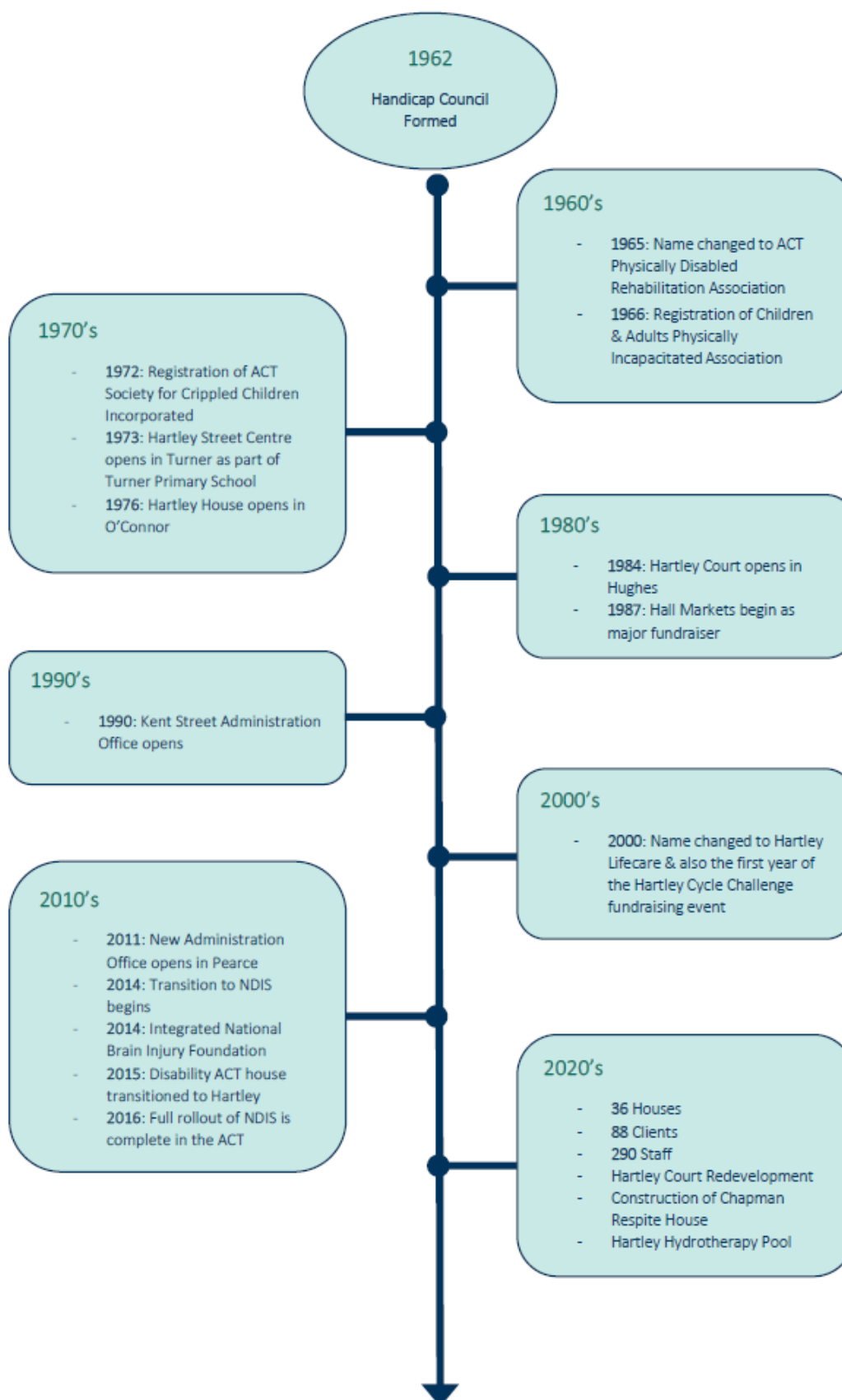
*We are inclusive, kind and responsive*



### Quality

*We continually strive for excellence*

## Our Journey



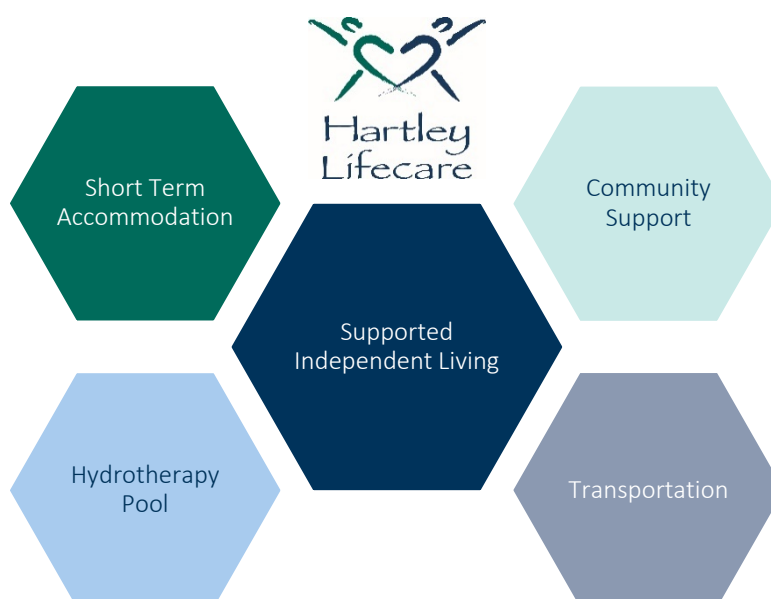
## Operating Environment

Hartley Lifecare continues its journey as a highly respected and trusted disability service provider in the Australian Capital Territory. During the past 60 years, Hartley has demonstrated its ability to provide high quality support to people with disability, whilst building on its status as a sector leader. This has been achieved through Hartley's commitment to the rights and responsibilities of people with disability, including support that promotes, upholds and respects an individual's right to freedom of expression, self-determination and decision making. This commitment along with excellence in governance, operational management and a focus on safety, has enabled Hartley to continue to grow and develop its reach and standing in the local community.

As the disability sector continues to be characterised by change, including ongoing challenges with the implementation of the *National Disability Insurance Scheme (NDIS)*, the introduction of the *NDIS Quality and Safeguards Framework*, and the commencement of the *Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability*, Hartley's ability to remain flexible and focused on delivering high quality support to people with disability, has been key to its success and acknowledged by the wider community. This is evidenced by a growing demand for our services and the continued support the local community provides in relation to our fundraising endeavours.

As we move into the next decade, Hartley is incredibly excited about the future. We welcome the introduction of the *NDIS Quality and Safeguards Framework* and the *Royal Commission* and know that these systems and processes will improve the lives of people living with disability. We also look forward to delivering on two major capital works projects that will see a new respite facility built in Chapman, along with the redevelopment of Hartley Court in Hughes. These new facilities, along with ongoing improvement to existing facilities will provide Hartley's clients and the wider disability community with opportunities to access homes that are designed and built for a lifetime of living. These initiatives, underpinned by an extremely dedicated and commitment workforce, including 300 skilled employees, 100 dedicated volunteers and a highly experienced Board and management team, enable Hartley to successfully plan for a sustainable future.

## Our Core Business Functions



## Our Strategic Framework

Hartley Lifecare – Strategic Plan 2020 to 2023: “A Sustainable Future”				Business Plan	
Purpose	Goals	Key Result Areas	Key Performance Indicators	Action	Reporting
People with disability have opportunities to live their best life	Exemplary Services	1. Our clients receive high quality support.	Average overall satisfaction level of clients, families and carers score higher than 90%.		
		2. We are prepared for the next generation of clients.	Connections with the next generation of clients grows each year.		
		3. Our facilities are continuously improved and maintained.	Each year an increasing number of Hartley’s facilities meet platinum level according to Liveable Housing Australia’s Standards.		
		4. We advocate for proper and well-maintained housing for our clients where we do not own the facilities.	Maintenance requests are made within 48 hours of identification and followed up each week until resolved.		
	Great People	5. We invest in our people and implement strategies to attract and retain a high-quality workforce.	Staff resignation rates are less than 10% per year.		
		6. Our people demonstrate Hartley’s values.	All staff meet the values requirements each year during their performance reviews.		
		7. Our workforce is skilled and innovative.	Each staff member attends at least 85% of training and professional development sessions per year.		
		8. We successfully manage workloads.	Average overall satisfaction level of staff scores higher than 90%.		
	Community Leadership	9. We are recognised as a sector leader.	Hartley’s sector network grows each year.		
		10. We have growing reach and standing in the community.	Connections with the community grows each year.		
		11. Our brand continues to be known for person-centred services.	85% of stakeholders are aware that Hartley provide person centred services.		
		12. We respond to community need.	The number of people accessing our services, increases each year.		
	Organisational Excellence	13. We maintain exemplary governance.	100% of statutory and legislative requirements are met.		
		14. We manage risks and opportunities effectively.	Risk management framework implemented and reviewed annually.		
		15. We are financially sustainable.	Unqualified audit opinion on financial statements achieved each year.		
			Annual budgeted surplus never to exceed 15% of gross revenue.		
			Outstanding NDIS Funding never to exceed 5% of forecasted annual revenue.		
		16. We meet the requirements of the NDIS Quality and Safeguards Commission.	Achieve and maintain certification.		
			Reduce and minimise the use of restrictive practices.		



## Our Strategic Goals



### Exemplary Services

#### Our clients receive high quality support

- Clients receive person centred support that is responsive, competent and appropriate to their individual needs, wishes and goals.
- Respect and integrity underpin the delivery services to clients. This includes respect for privacy, dignity, individual diversity, culture, values and beliefs.
- Clients are supported to make informed choices, exercise control, build on and maintain their independence.
- Clients receive support that is free from violence, abuse, neglect, exploitation and discrimination.

#### We are prepared for the next generation of clients

- Hartley understands the growing demand for quality support that enables people with disability to live their best life. We acknowledge the age profile of our existing clients and want to ensure that we are prepared for the next generation of clients.
- By connecting with the next generation of clients, we can plan appropriately and effectively to meet the changing needs of each individual. This includes shaping our service delivery strategies so that they are flexible, adaptable and deliver high quality contemporary support to people with disability.

#### Our facilities are continuously improved and maintained

- We embrace the principle that the houses we provide support in are the 'homes' of our clients. Accordingly, each home is unique and personalised. We ensure that our homes are accessible, safe, comfortable and compliant with housing standards and relevant legislation.
- We seek to continuously improve and maintain our facilities through strong consultative relationships with our clients and their families, and through our facilities maintenance programs.
- During the next 3 years, we will focus on ensuring an increasing number of Hartley owned houses will meet the 'platinum level' standard, according to Liveable Housing Australia's Standards.

#### We advocate for proper and well-maintained housing for our clients where do not own the facilities

- In response to a growing concern about the proper maintenance of houses that are owned by external entities, Hartley will advocate for clients who live in these homes and will implement a new system to ensure maintenance requests are resolved in a timely manner.
- Through ongoing advocacy and a commitment to improving housing standards, Hartley's clients will continue to receive better quality and safer housing options.



## Great People

We invest in our people and implement strategies to attract & retain a high-quality workforce

- Apart from our clients, our people are at the centre of everything we do. As the disability sector continues to move through a significant era of change, Hartley remains committed to investing in its employees and volunteers through the development and implementation of a comprehensive Workforce Strategy.
- As part of this, recruitment and selection strategies are developed to attract the most appropriate and skilled people to provide individualised support to our clients and/or administration tasks.
- We continuously strive for an inclusive and respectful workplace whereby we celebrate diversity and the unique contribution each employee and volunteer makes to Hartley's overarching purpose.

Our people demonstrate Hartley Values

- Through values in action and evidenced based practice, Hartley's services are underpinned by respect, integrity, quality, person centred support and leadership.
- The sum of our values, traditions, interactions, behaviours and attitudes creates a positive workforce culture which attracts talent and drives engagement and satisfaction levels.

Our workforce is skilled and innovative

- Hartley is committed to fostering a culture of learning, development and innovation through its customised training program which forms part of Hartley's Human Resource Framework. This commitment contributes directly to the delivery of high-quality services to Hartley's clients.
- Training facilitators are experts in their fields and have developed a close and strong connection to Hartley over a long period of time.
- Training and development initiatives are flexible, adaptable and based on best practice.

We successfully manage workloads

- As Hartley's workforce continues to grow to cater for the demand in services across the ACT, effective strategies are put in place to manage workloads successfully, including rostering to ensure client needs are met and maintaining safe working environments. This includes ensuring workforce planning process are established and reviewed regularly.
- As an employer of choice, Hartley understands that effectively managing workloads is key to its success as a quality service provider, along with contributing to overall staff satisfaction levels.





## Community Leadership

### We are recognised as a sector leader

- Through advocacy, influence, community participation, and a strong voice in shaping positive change for people with disability, Hartley is a highly respected, trusted and recognised as a leader.
- Hartley's sector leadership is demonstrated by the CEO chairing the ACT National Disability Services (NDS) branch, and through its resilience and success over a long period of time, especially through challenging periods, such as the transition to NDIS.

### We have growing reach and standing in the community

- Hartley has been an integral part of the Canberra community for close to 6 decades, providing much needed support to children and adults with disability, and their families.
- Families have learned they can rely on and trust Hartley to deliver the support they need, especially during challenging times. Subsequently, Hartley has grown and emerged as a sector leader, attracting ongoing support from individuals, groups and local businesses.
- Community support has greatly contributed to Hartley's success and has enabled us to provide ongoing quality support to our clients. This is evident through events such as the Hartley Cycle Challenge, Hartley Hall Markets, Hartley's High Tea and Fashion Parade and HART.R8 for Hartley.
- Hartley aims to further grow its reach and standing in the community through the development and implementation of a new Fundraising and Marketing strategy.

### Our brand continues to be known for person-centred services

- Clients who receive support from Hartley are treated as individuals and can access support that upholds and respects their individual rights, choice and control. This includes upholding freedom of expression, self-determination and decision making.
- Communication with clients is appropriate, responsive and in a mode that promotes understanding.
- Family and social engagement is determined by the client and enabled as part of the client's Individual Support Plan.

### We respond to community need

- As a sector leader, Hartley continually monitors the needs of the wider community in terms of disability support. This includes remaining up to date with key issues, identifying service gaps and monitoring disruptions to the sector. Through keeping our finger on the pulse, Hartley can adapt to community need accordingly and appropriately. This has been demonstrated to Hartley's investment in STA (Respite care) facilities.
- Through strategic stakeholder engagement, Hartley is well positioned to respond to future community needs, including preparing for the next generation of clients, embracing *the NDIS Quality and Safeguards Framework* and welcoming the *Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability*.



## Organisational Excellence

### We maintain exemplary governance

- Through a skilled and experienced voluntary Board, a talented CEO and a highly effective management team and staff, Hartley has the human capital to continually improve and maintain an exemplary governance platform. This includes applying a consultative and collaborative approach to decision making practices.
- Statutory requirements are continuously and successfully met, along with a strong commitment to the application of best practice across operational systems and organisational processes.

### We manage risks and opportunities effectively

- At Hartley, we understand that the effective management of risk and opportunities is essential in the pursuit of our goals and objectives, along with satisfying the needs of our stakeholders, especially our clients and their families.
- We achieve this through our Risk Management Framework, which includes relevant policies and procedures, a Risk Register and ascertaining the likelihood and consequence of risks, through our Risk Assessment processes.
- The Board's appetite for risk is regularly reviewed, especially in the context of assessing high level opportunities, threats and weaknesses.

### We are financially sustainable

- Hartley Lifecare prides itself on its ability to remain financially sustainable and resilient to external influences and challenges, such as our success in transitioning to the *National Disability Insurance Scheme*, rapid growth and an increasingly competitive market.
- We have achieved this through our excellent reputation, a strong governance framework and an adherence to best practice financial management. This includes effective budgeting, analysing, reporting and applying a strong focus on cash flow management and working with the NDIS to improve processes.
- As part of the Board's development of this strategic plan, an environmental scan of the future of the disability sector was undertaken along with an analysis of Hartley Lifecare's strengths, weaknesses, opportunities and threats. There are many opportunities for growth.

### We meet the requirements of the NDIS Quality and Safeguards Commission

- As an organisation providing high risk and complex disability supports and services, Hartley is required to be registered by the *NDIS Quality and Safeguards Commission* through a certification process every 3 years. This includes an assessment of Hartley's compliance with the relevant NDIS Practice Standards Core Module and associated quality indicators.
- Hartley is committed to meeting the requirements of the *NDIS Quality and Safeguards Commission* through evidenced based practice, the integration of best practice processes, and innovative and responsive service delivery. This will be underpinned by the principles of continuous quality improvement.