

**BUSINESS STRATEGIC AND  
OPERATIONAL PLAN**



**SOLIDARITY CARE PTY LTD**

**Operational & Strategic Plan**

# BUSINESS STRATEGIC AND OPERATIONAL PLAN



## 1. ABOUT US

---

### 1.1 Who we are?

At Solidarity Care PTY LTD we provide a range of disability services. With the range of services, we provide, we aim to make a difference in the lives of those with disability. The goal is to make each of our participant's lives easier, fairer and more involved by participating within their own communities.

Solidarity Care PTY LTD is a company that was established with the sole aim of offering disability services that puts the participant as a priority in creating opportunities, promoting independence and progression in a safe and non-discriminative environment.

### 1.2 Our Statements

#### Values Statement

Our values are centred around our staff, participants and their families or guardians.

**Respect**-We respect people's decisions, opinions and views.

**Honesty**-We are trustworthy and tell the truth to keep our promise to you.

**Privacy and Confidentiality**-This is of utmost importance as outlined in our Privacy and Confidentiality Policy and Procedure.

**Development and Improvement**- We will identify, with your help, where we can develop projects. We always work to improve our services and to uphold the Service Standards. Your feedback is always valued.

**Safe and Harmonious working environment**-We offer a workplace that provides support, guidance and acceptance to staff and participants.

**Passion**-We have a passion to our work ethics. Every member of staff is passionate about his work and takes the participant as part of the family.

#### Vision Statement

To excel as a community disability services provider.

#### Mission Statement

To provide high quality and effective disability services, where every person we care for matters.

## **2. PLANNING & PURPOSE**

---

### **2.1 Our Planning Process**

Operation plans are developed in conjunction with Strategic plans to support the overarching goals and completion of the strategic plan along with identifying what is expected upon the following year. Operational plans are a one-year plan which will be created annually along with input of key personnel, staff, care recipients and their families. Upon our Strategic planning, we incorporate organisational management activity that is used to set priorities, focus energy and resources and strengthen operations to ensure that employees and other stakeholders are working toward common goals. Our organisation uses a 3-year Strategic plan approach

### **2.2 Our Aim for the Strategic and Operation Plan**

The strategic/operational plan sets out our short, medium and long-term goals and guides the Company achieve these goals to reach our desired businesses outcome.

### **2.3 Legislative requirements:**

NDIS Practice Standards set out the governance and operational management responsibilities for NDIS Providers.

### **Governance and Operational Management Outcome:**

Each participant's support is overseen by robust governance and operational management systems relevant (proportionate) to the size, and scale of the provider and the scope and complexity of supports delivered. To achieve this outcome, the following indicators should be demonstrated:

1. Opportunities are provided by the governing body for people with disability to contribute to the governance of the organisation and have input into the development of organisational policy and processes relevant to the provision of supports and the protection of participant rights.
2. A defined structure is implemented by the governing body to meet a governing body's financial, legislative, regulatory and contractual responsibilities, and to monitor and respond to quality and safeguarding matters associated with delivering supports to participants.
3. The skills and knowledge required for the governing body to govern effectively are identified, and relevant training is undertaken by members of the governing body to address any gaps.
4. The governing body ensures that strategic and business planning considers legislative requirements, organisational risks, other requirements related to operating under the NDIS (for example Agency requirements and guidance), participants' and workers' needs and the wider organisational environment.
5. The performance of management, including responses to individual issues, is monitored by the governing body to drive continuous improvement in management practices.
6. The provider is managed by a suitably qualified and/or experienced persons with clearly defined responsibility, authority and accountability for the provision of supports.

# **BUSINESS STRATEGIC AND OPERATIONAL PLAN**



7. There is a documented system of delegated responsibility and authority to another suitable person in the absence of a usual position holder in place.
8. Perceived and actual conflicts of interest are proactively managed and documented, including through development and maintenance of organisational policies.

# BUSINESS STRATEGIC AND OPERATIONAL PLAN



## 3. 2022-2025 STRATEGIC PLAN (3 Year plan)

### 3.1 Organisations Short-Term Goals

<u>NAME OF GOAL</u>	<u>DESCRIPTION OF GOAL</u>	<u>DATE TO BE ACHIEVED BY</u>	<u>HOW TO IDENTIFY IF THIS GOAL HAS BEEN ACHIEVED</u>
Increased Participant Inclusion and inclusion satisfaction	Increase the inclusion of each participant within activities they enjoy.	Ongoing as it is a key part of our service.	Create and deliver an inclusion satisfaction survey, retake the survey upon completion of timeframe and view if the satisfaction has improved.
Market and Growth	Focus to get more participants and partner with NDIS support Co-ordinators and Plan Managers to get more clients	Ongoing	A spreadsheet of Support Co-ordinators and Plan Managers has been created. Outcomes will be ticked against this spreadsheet.
Provide high quality service to our participants and their families or guardians.	Recruitment and retention of high skilled staff. Continuous staff training to develop higher skills. Remuneration as per the approved Classification Awards.	Ongoing	Feedback from participants, family or guardian and other stake holders. Retention of high skilled staff. Staff satisfaction.
Advertising other than website.	Advertise on a billboard and other signage around our community and surrounding areas	1-2 years after registration	Increased enquiries and subsequent referrals.

# BUSINESS STRATEGIC AND OPERATIONAL PLAN



## 3.2 Long-Term Goals

<u>NAME OF GOAL</u>	<u>DESCRIPTION OF GOAL</u>	<u>DATE TO BE ACHIEVED BY</u>	<u>HOW TO IDENTIFY IF THIS GOAL HAS BEEN ACHIEVED</u>
Market share	Target more clients to increase overall market share.	Ongoing	Increased number of participants in our Service.
Maintain profits	Balance between profitability and investments. Reason how much money can go to investments such as disability homes while still reaching a paired profit goal.	Ongoing	Growth of the Service. Increased profits. Improved and additional support to the Participants, example more and higher quality activities.
High Staff Satisfaction	Internal and external sponsored staff training. Support and Individual supervision. Staff meetings. Consultation and Staff input into the operations of the business. Good Staff remuneration.	Ongoing	Develop a training register. Individual support and supervision times arranged. Staff meeting dates. Feedback from Staff. Staff retention and a motivated team.
High Reputation	Ensure Solidarity Care PTY LTD has a high reputation among Participants and all stake holders due to high Service Standards and Compliance and community engagement.	Ongoing	Informal and Formal feedback. Website reviews. Feedback forms received from Participants and Stakeholders. By Word of mouth.

# BUSINESS STRATEGIC AND OPERATIONAL PLAN



## 4. 2023 OPERATIONAL PLAN (1 Year Plan)

### 4.1 Operational Plan

<u>GOAL</u>	<u>TARGET</u>	<u>DATE TO BE COMPLETE</u>	<u>ACTION REQUIRED</u>	<u>FEEDBACK</u>
Provision of High-quality Service to our Participants and families.	Solidarity Care PTY LTD Staff, Participants and families and all stake holders.	Ongoing	Continuous Service improvement. Compliance will all NDIS regulations and Policies. Working in partnership with Participant's families. staff members have undergone required screening.	
Training and Skill development.	All Staff Solidarity Care PTY LTD staff.	Ongoing	Identify training requirements for the Staff. Organise training with accredited Trainers. Continuous improvement sessions.	
Website Development.	Discussion with web developer to develop web site.	Ongoing (Keep updating and improving).	Engage web site designer.	

# BUSINESS STRATEGIC AND OPERATIONAL PLAN



## 5. 2023 Operational Risk Plan (1 Year Plan)

---

### 5.1 Operational Plan

<u>Risk Identified</u>	<u>Impact</u>	<u>Likelihood</u>	<u>ACTION REQUIRED</u>	<u>Contingency Plan</u>
Being sued by a client.	HIGH	Likely	Get Public Liability Insurance & maintain/implement all Policies & Procedures to minimise risk.	Contact insurance company, also review the incident and implement structures to prevent it for future service.
Going bankrupt	HIGH	Highly Unlikely	Ensure that we have an emergency fund of up to \$10,000	Implement the emergency fund while supporting clients to transition to another service provider.
Key personnel becomes ill or deceased	Medium	Unlikely	Ensure we have implemented a succession plan and have suitably qualified people ready to step in when required.	Implement the succession plan and have a suitably qualified person take the role.