



Exploring possibilities:
one person at a time



OUR 2023 - 2028 **STRATEGIC PLAN**



Our 2023 - 2028 Strategic Plan

Our origins came from a desire to see what was possible. Some 70 years ago, our founders envisioned a better future for their children with disabilities, and they enacted change. **Today we continue to build on their legacy, their vision, and their passion for exploring possibilities.**

We operate now in an environment which faces ever-evolving change and disruption. One which is driven by the needs, choices and purchasing decisions of people with disability in a demand-led market.

It's an environment we believe offers valuable opportunities for support and services that - when truly individualised and inclusive - can be life-changing for people with disability.

It's also an environment of intense growth and competition of providers, with participants and families looking for 'points of difference', and where economic realities mean organisations in the disability sector have to adapt or fail.

For IDV to flourish into the future we recognise it is critical for us to transform the way we operate. This will allow us to embrace the opportunities ahead, provide innovative, best-practice and quality services, and support our workforce to deliver IDV's Mission in the demand-driven environment.

This Strategic Plan outlines our vision to bring about transformation in the way we design and deliver services to meet the individual needs of the people who matter the most to us - people with disability - alongside their families, their communities, and our people at IDV.

In implementing our Strategic Plan, we will be guided not only by our Mission, Vision, Values and Principles, but a belief that we always ask,

'How do we make that possible?'

Just like our founders did before us.

The Board of Directors, IDV
DECEMBER 2022



The heart of the matter: IDV's new approach

After a year-long, comprehensive review our Board and Leadership team, alongside extensive stakeholder consultation, IDV will now focus on three key areas into the future. Underpinning this is a robust commitment to continue concentrating on supporting people with an intellectual disability and Autism Spectrum Disorder in North-East Melbourne and beyond.

We recognise all people with a disability, regardless of age or life experiences want access to learning, work and a home life that allows them to be who they are and to move towards their goals. IDV is dedicated to the notion of lifelong learning and support.

We recognise that people with a disability don't want to be limited by anything other than their own imaginations and aspirations.

Life transitions can be challenging for people with a disability and their families – in whatever area of life they touch - and require individualised planning and support, to ensure a seamless transition.

Solutions that have worked in years gone by, often no longer do.

That's what our new strategic plan delivers – new possibilities, creative solutions, and a sustainable future - and we're excited to bring it to life.

Co-designed individualised support: at home, work and in the local community

IDV will offer support to participants and deliver it in a holistic and integrated manner in the following three key areas of their lives



home and living



work



community and
lifelong learning

Simply, that means we meet the person where they are at and design their supports from there, with them, their family and other natural supports. We ask questions and we take the time to listen and understand.

We build on what is already there – whether it's family, friendships, community, or other informal supports.

And then we design the service around the person's life and partner with them to deliver.

IDV's Strategic Plan is not just re-packaging existing services, but really changing the way we organise ourselves to provide better outcomes for people.

IDV RELATIONSHIP
MODEL





Our Scope of Work



HOME AND LIVING

Our Goal: People live in a place of their choice, surrounded by people who matter to them

A home is more than 'bricks and mortar'; it's a place of safety, belonging and security.

We begin by understanding the person's vision of home, knowing that will be different for each person.

We will support people to create a home that is their base from which they connect to their community and other people who matter to them – whether that's family, friends, peers, or other social connections.

We recognise a home is where people return to, to relax, and to experience a sense of safety and control.



WORK AND EMPLOYMENT

Our Goal: People engage in meaningful work

Gaining and maintaining work in its many facets is a cultural norm for people after school. Work can provide purpose and connection, while also cultivating new skills and confidence.

All people with the right support can work and contribute to their own and their community's economic wellbeing.

IDV will facilitate and support people to begin exploring and gaining work at any age, but with a particular focus on assisting young people to plan and gain work before they leave school, making the transition seamless.

We will evolve towards being a provider of support and training rather than being a provider of employment. Ongoing support will be offered for as long as the individual (and where appropriate the employer) seeks it.



COMMUNITY AND LIFELONG LEARNING

Our Goal: Continued lifelong learning and engagement in local community

True belonging comes from involvement in a way that is meaningful and consistent to the individual, regardless of the type or severity of disability. Physical presence in the community is not enough.

Participation in the community must be built on a person's authentic passions, interests, and beliefs. We will spend time with individuals in their local community to identify those interests, passions, and connections, then build activities and involvement that are accessed in the same manner as other community members.

We will deliver support in a way that recognises a person's capacity and interest in lifelong learning, achieving this by using ways and means other community members use.

IDV will aim for what is optimal THEN adjust for need, if necessary.



Our Principles

Everything we do at IDV is guided by the following Principles which inform our organisational priorities and the way we partner with participants:

- ✓ One person at a time.
- ✓ In planning what we do we think about how it is done in the broader community and use that as our benchmark.
- ✓ We understand all people have desires and skills to learn and undertake valued activities.
- ✓ Being in a community setting is just the beginning of being part of the community.
- ✓ We look for, foster, and develop natural supports in community settings where the participant is at their best, with a particular focus on partnerships with family and other natural relationships.
- ✓ We support and train people in real-life activities and in places where they will use the skills.
- ✓ All activities with individuals are grounded in positive intent, experiences, and outcomes.
- ✓ We are mindful of and respond to participant vulnerability created by negative stereotypes of the people we serve.
- ✓ We always provide access to the most inclusive and culturally valued option that meets the person's preferences.



Our Commitments

OUR MISSION

IDV exists to enhance the lives of people with intellectual disability by providing individually designed services to achieve their goals and aspirations.

OUR VISION

To be recognised by our participants, families, community and peers as providing excellent services to people with a disability.

OUR VALUES

Honesty and integrity in everything we do

Excellence in service delivery, managing our organisation and staff

Innovation in service development

Commitment to doing the best we can for our participants

A business approach to organisational management



Our Staff

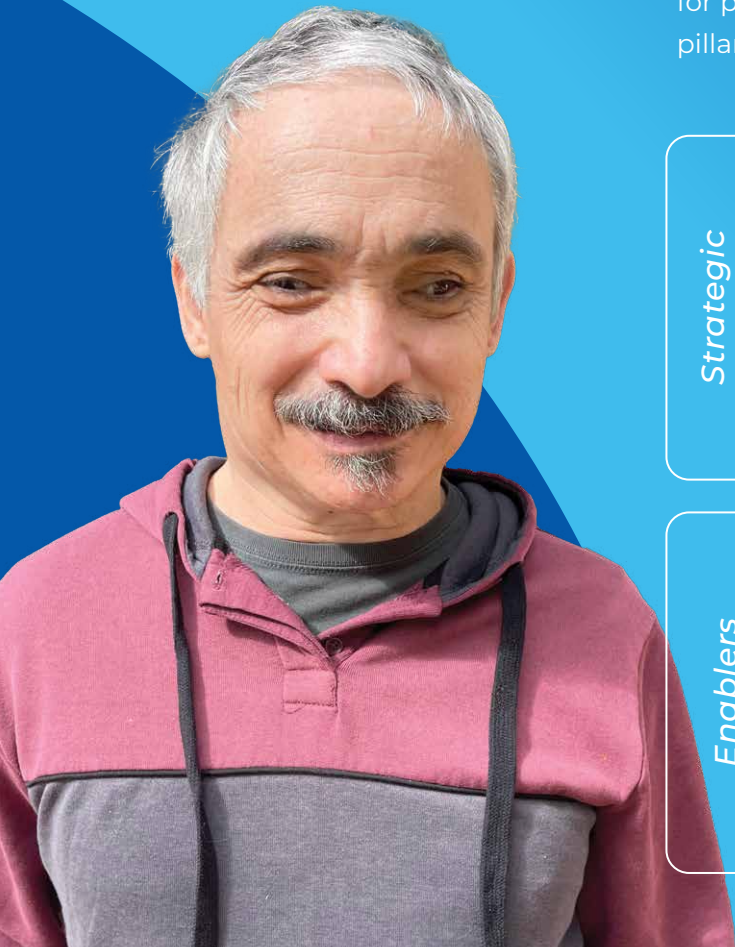
IDV is committed to ensuring our staff are supported, valued, and encouraged as we transform the way we deliver services, as outlined in this plan.

We will invest in training and mentoring to enable the delivery of our Strategic Priorities and Statements of Purpose as we move to a community-based model where support is based around the person in place.

IDV will hold itself accountable for supporting the team to deliver the outcomes agreed to with participants by ensuring all staff have a skills enhancement plan aligned with the scope of IDV's services.

OUR STRATEGIC PRIORITIES

To deliver intended outcomes for our participants, IDV will actively change the way it works and provides services. We will implement the Strategic Priorities related to outcomes for participants and build on the organisation's foundational pillars to enable this transformation.



Strategic outcomes

Home and living

Work and employment

Community and lifelong learning

Enablers

Relationships and partnerships

Staff and capability

Resource and assets

Governance and management

How we will deliver our Strategic Plan

To enable the delivery of our Strategic Plan the following key priorities will be implemented over the next five years (2023-2028), including the following:

1. HOME

IDV will become known as an organisation that supports people's right to live in a place of their choice and recognises a home must be a secure, safe base from which to develop linkages into the local community.

IDV will:

- 1.1 Transition out of the ownership or management of property.
- 1.2 Prioritise the development of partnerships and linkages with facilitators and providers of 'bricks and mortar' housing, and those who implement or are a resource for innovative models of housing support.
- 1.3 Maintain a lifelong commitment to support the people and their families who currently live in shared homes owned or managed by IDV.
- 1.4 Ensure our supports reflect the needs of the people we support as their life circumstances change.
- 1.5 Expand the provision of support to people in their homes across our operating region.
- 1.6 Build IDV staff's understanding of the concept of Home and how it may change through someone's life, and to ensure this is embedded in support they provide.

We will develop and support the importance of natural connections in the person's local community surrounding their home.

IDV recognises people become part of their community by forming natural connections to others with shared interests.



2. WORK

Given the cultural and personal significance of work in people's lives after school, support into paid work will be a central activity of our operations. IDV will take a 'universal right' and 'whole of life' approach in supporting individuals to explore work options, regardless of age, life experiences or degree of disability. Work will be considered broadly and creatively; from self-employment, micro-businesses, and as an employee of an organisation.

IDV supports work arrangements based on an individual's economic contribution to the organisation and community, rather than benevolence.

IDV will prioritise support in work activities for people who:

- have a primary disability that is an intellectual disability or autism spectrum disorder,
- do not wish to use a Disability Employment Service (DES), and
- will be leaving formal schooling within 2 years.

IDV will:

- 2.1** Focus our efforts to the provision of employment supports.
- 2.2** Prioritise employment in community-based employment settings where most co-workers do not identify as having a disability.
- 2.3** Build an individual's capacity to experience growth in their career, income, and scope of work.
- 2.4** Develop partnerships with centres of employment support excellence.
- 2.5** Maintain Aurora operations and monitor the outcome and impact of the current wage case and other changes upon its viability.

3. COMMUNITY AND LIFELONG LEARNING

IDV recognises the importance of an individual's community in building a 'good life,' and uses resources that are freely available in the community to create and maintain economic and social participation.

IDV will:

- 3.1** Transition away from the use of centres, programs, and services in the move to providing individualised support within a person's community, while maintaining current services for existing participants where it is sought.
- 3.2** Engage with existing participants and their families to increase individualised support arrangements built around interests, relationships, and passions, and use their communities as a place to deliver support.
- 3.3** Evaluate our existing community-based activities to ensure they are built and delivered in response to the individual needs and maximise social integration and skill development.
- 3.4** Actively engage with other providers, working collaboratively to deliver an individual's support and training.



Our Key Priorities

IDV has four key priorities to support our evolution towards a fully individualised approach and way of working with participants.

RELATIONSHIPS AND PARTNERSHIPS

Our work is underpinned by linking the participant to natural supports and relationships that promote inclusion into the participant's community. We recognise some commonly used models of practice act as barriers to the economic and social inclusion of people with disabilities.

IDV will:

- a. Form relationships with organisations and individuals who may control or manage relevant community resources.
- b. Have a strong presence in industry, family, disability-focused and practitioner networks to remain informed regarding current and emerging issues, at both a state and national level.
- c. Create formal and informal partnerships with organisations and individuals aligned with our strategic objectives.

STAFF AND CAPABILITY

Our Strategic Plan's goals of supporting participants to maximise social and economic participation in their own communities requires a transformational change in IDV's operating models and the staffing arrangements and skills required to deliver outcomes in those models.

IDV will:

- a. Transition the organisational staffing structure to create a seamless support arrangement based on individual requirements, and away from centre-based programs and services.
- b. Ensure IDV's staffing structure and costs continue to align with the Disability Support Worker Cost Model and an industrial framework congruent with the needs of the organisation is used.
- c. Build staff awareness of and training in the models of support used across all areas of service delivery.
- d. Draw on Subject Matter Experts (SMEs) to deliver specific activities and training. These roles may be contracted or based within the organisation.
- e. Recruit staff who are matched with participant's needs, their interests and the activities undertaken.
- f. Support staff utilisation of IT hardware and software.

RESOURCES AND ASSETS

IDV has property and financial assets which need to be wisely utilised and invested to support participants, build staff capacity, and enhance the quality of service. Some of these assets are ageing, do not support contemporary models of service delivery and are not financially viable.

IDV will:

- a. Align our resources and assets to support our strategic direction and promote community inclusion in a financial and operational manner.
- b. Adopt a financial strategy that is prudent.
- c. Review all property resources and assets owned or managed by IDV, to find efficiencies in how we use our resources and assets.
- d. Transition to the utilisation of community assets and resources.
- e. Align our operations with the Disability Support Worker Cost model.

GOVERNANCE AND MANAGEMENT

The requirements to maintain organisational compliance with governance and registration requirements is significant. Failure to meet those requirements can lead to a loss of registration, the capacity to deliver services and other more punitive actions.

IDV will:

- a. Identify and build skills, knowledge and values required in key governance and management roles.
- b. Review and update organisational risk profile and appetite across all areas of the business.
- c. Strengthen our participant voice in decision making and continuous improvement, and improve evaluation and research to enhance services.
- d. Update and revise the scope of the governance and operational roles in policies and procedures.
- e. Develop annual business plans and business cases for approval for activities or items over the delegated amounts, to ensure adequate rigour, input, and due process.
- f. Ensure IDV and its staff comply with all accreditation and regulatory requirements.
- g. Maintain transparency and information flows for Board of Directors and senior managers across key activities updates, sector knowledge and operational impact.



Defining IDV's Success

We will know we have succeeded when:

We are seen as exemplary leaders in delivering high-quality, individualised services that promote social and economic participation in people's communities.

We have a talented, skilled workforce that is responsive to participant needs and consistently delivers high-quality support.

Our relationships with participants, families, our workforce, and the broader community is strengthened, as demonstrated by high participant satisfaction ratings and high brand awareness.

The organisation is transformed and has adapted to become a participant-facing organisation able to manage change, while continuing to attract and retain participants and staff.

We are an organisation positioned for sustainable growth.



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