

STRATEGIC PLAN 2019 – 2021



GOALS

CUSTOMERS

Customers choose us because we deliver high quality, personalised, safe and innovative services that support them to achieve their goals and objectives.

FRONTLINE STAFF AND MANAGERS

Our frontline staff have the attitude, skills, tools and support to assist customers to meet their goals and unlock their potential.

BUSINESS OPTIMISATION

We have efficient and effective business processes and business information that enable staff and management to concentrate on meeting customer service outcomes in a financially sustainable manner with the least possible bureaucracy and duplication.

GROWTH

To be a financially sustainable organisation that grows to meet current and future customer demand for excellent and innovative service provision.

2019 – 2020

- > **Finalise NDIS Provider Registration and Practice Project (Quality & Safeguarding)**
 - Complete self assessment
 - Certification against the NDIS Practice Standards
- > **Review customer feedback processes and include customers in development of appropriate standards and methodologies**
 - Scope project
 - Conduct pilot
 - Review pilot and implement new processes
- > **Collate customer expectations of staff at local level, and include a customer satisfaction measure in staff performance reviews**
 - Review, recommend and implement a new performance appraisal system
 - Customer expectations included in performance appraisal process
- > **Develop individual customer profiles in collaboration with customers and/or families and ensure profiles are understood and shared with all staff involved with the customer**
 - Supported Living and Operations to include in the 2019-20 planning
- > **Conduct review of the food provided in Northcott accommodation services to ensure meals meets health, choice and dietary guidelines**
 - Engage Therapy to provide a review of nutrition and food choices in Supported Living under the leadership of GM Supported Living
- > **Meet targets in the Reconciliation Action Plan and the Inclusive Workplace Plan**

- > **Review performance appraisal process to ensure staff are measured against demonstrated customer satisfaction and outcomes**
- > **Develop and implement a program for showcasing and rewarding good practice throughout Northcott**
- > **Ensure all frontline staff complete mandatory training as a primary goal and establish appropriate development plans for higher customer needs**
 - Develop a regular report through Business Intelligence Project
 - Report reviewed by management quarterly and annual summary presented to Executive by GM People & Culture
- > **Develop and implement a training program for supervisors and managers which aims to develop staff skills in incident investigation and disciplinary management**
- > **Meet targets in Reconciliation Action Plan and Inclusive Workplace Plan**

- > **Improve rostering of staff through the Rostering Project and implementation of the strategies it recommends**
- > **Implement Technology Roadmap, including the renewal of the Intranet**
- > **Implement the Business Intelligence Project**
- > **Develop and implement a strategy to move all staff to one Enterprise Agreement (EA)**
 - Develop strategy and present to Board
 - Roll out communications strategy for staff, customers and carers
 - Finalise negotiation principles of new EA
 - EA presented to staff to vote
 - New EA registered
- > **Develop project and recommendations to address and improve workplace interconnectedness and cross collaboration**

- > **Consolidate strategy of targeting complex customers and finalise metrics for analysing profitability of products and services**
- > **Review current branding and marketing strategies and materials to ensure they reflect the future of the organisation**
- > **Present marketing strategy to the Board**
- > **Research market gaps and potential acquisitions in New South Wales and South East Queensland**
 - Competitor analysis to be undertaken and identify potential opportunities for growth
- > **Continue to support Northcott Innovation and develop innovative services and products to change the disability landscape**



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- > **All managers who do not have daily contact with customers to complete an appropriate placement in a customer facing role**
 - Customer Experience and People & Culture to develop an experiential placement program for managers to assist in the understanding of customer facing roles
 - All non-customer facing staff to be encouraged to spend a day annually volunteering in a customer service area
- > **Develop and implement an empathy mapping process for customers with frontline workers/managers**
 - Engage Northcott Innovation to develop a process for roll out across Northcott
 - Use a human centred design process to review Northcott behaviours against Northcott Values
 - Review all relevant customer touch points and processes to ensure they promote stronger relationships between staff and customers, supporting genuine human interaction
- > **Meet targets in Reconciliation Action Plan and Inclusive Workplace Plan**



FRONTLINE STAFF AND MANAGERS

Our frontline staff have the attitude, skills, tools and support to assist customers to meet their goals and unlock their potential.

- > **Continue the Emerging Leaders program to develop Northcott's managers of the future**
 - Each year one cohort graduates from the program
- > **Ensure that the relationship between customers and their frontline staff is the primary focus of Northcott systems and processes**
 - Become a leader in matching the needs and desires of customers with the skills and interests of staff
- > **Develop a process to capture staff satisfaction easily and regularly, so data can be used to set targets for improvement**
- > **Meet targets in Reconciliation Action Plan and Inclusive Workplace Plan**



BUSINESS OPTIMISATION

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- > **Review major customer systems and plan for renewal/replacement**



GROWTH

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- > **Remain open to opportunities in New South Wales, including outsourced services from NSW Government**
- > **Develop strategy for service provision to marginalised communities or in thin markets either alone or in partnership with other providers**
- > **Continue to support Northcott Innovation and develop innovative services and products to change the disability landscape**

GOALS

2020 – 2021