

Team Connect

September 2024

Questions and Answers (Q&As)



STRATEGIC PLAN

Members of the Executive Leadership Team and Head of Strategy, Leigh McBride answer your general questions about the Strategic Plan 2025 – 2030. For more information, please visit the [Strategy intranet page](#) and [Strategy Teams Hub](#) to view:

- Our Strategic Plan 2025 - 2030
- Plan: on a Page
- Plan: At a glance
- FY25 Action Plan
- Enabling function Action Plans

Does the strategic plan apply to all employees?

Both Endeavour Foundation and Community Solutions and BRACE have distinct Strategic Plans. The Community Solutions and BRACE Strategic Plan is in alignment with the Endeavour Foundation Strategic Plan. Our people are our most valuable asset in bringing the strategic plan for their organisation to life.

We all contribute to our collective success, enabling us to achieve far-reaching impacts beyond what we could accomplish individually.

How will this strategy enhance the current organisational landscape?

Our strategic plan enhances our current organisational landscape and keeps us true to our purpose of making possibilities a reality for people we support. The strategic plan also gives clarity to our individual purpose so all employees can identify how they contribute to our plan.

Having a strategic plan to guide our work and report against gives us a framework for all we do. Our new strategic plan is based on a 'Theory of Change' model, and it aligns very closely with our purpose, putting people we support at the heart of our strategic plan. Everything we do as part of our strategic plan is contributing towards achieving a positive impact in the lives of people we support, and achieving our impact statement: *People we support with an intellectual disability feel included, empowered and lead full and purposeful lives where they can exercise choice and control.*

Our strategic plan ensures that we have collective alignment in what we're doing and why we're doing it, in both service delivery and enabling functions. This allows for prioritised and focused decision making, strategic allocation of resources, and drives accountability for performance.

How will the strategic plan relate to our services that are outside of disability care?

Our services that support people with disability include both Service Delivery and Enabling functions. Community Solutions and BRACE's Strategic Plan, although separate, is aligned with our strategic plan. Please email: strategy@endeavour.com.au for information about the

Community Solutions and BRACE Strategic Plan.

How are we dealing with the Australian Government's potential position of NDIS funding being unsustainable?

Risks such as regulatory changes and shifts in funding will always challenge our sector. We mitigate these by continuously monitoring and reporting against key performance indicators, such as client growth and retention rates. This helps us to track progress and proactively manage any emerging challenges. Our strategic plan allows for changes and evolution of the plan to ensure the needs of people we support are best met. We also continue to focus on broader ways of generating income e.g. lotteries and fundraising and making a dollar stretch further.

We will do whatever we need to do if we see at a strategy or policy level the needs of people living with disability and particularly intellectual disability are not being well met by the policy of the day. We will go to Canberra, knock on every door, speak to the Prime Minister if needed. Our **Advocacy** work led by Kirrily (Boulton) and Matthew (Gillett) work tirelessly in the policy and advocacy space doing just that.

How are we measuring the strategic plan and the impact of the five outcomes?

We will measure the impact of the strategy and five outcomes by:

- Measuring and reporting each of the 19 strategies (as detailed in the **plan on a page**) which are under execution in the FY25 Action Plan.
- This is governed through monthly pulse checks, a quarterly strategic performance review with the Executive Leadership Team and a quarterly strategic performance report to the Board.
- We are working on making some of this data available on our **Strategy Teams Hub**.
- Asking people we support how they feel so we can measure this against each of the five outcomes; how safe, healthy, empowered and included they feel and if they feel they are employed in the right job. This will establish a baseline measure. We will share that with you when available on the **Strategy intranet page** and **Strategy Teams Hub**. We will know we have made a difference when we see positive improvements in the five outcomes.
- Divisional and team annual action plans will also contribute to the five outcomes. The annual action plans will provide more divisional detail about what we are delivering and what we're measuring.

When will we know what the goals are for enabling functions?

Enabling functions provide key inputs to the strategic plan and also support the 19 strategies directly linked to the five outcomes and our impact statement. These inputs are identified as,

our people, a strong financial base, diverse and safe assets, the right technology, community awareness and sustainable growth. Enabling function action plans for each of those areas are in the final stages of development and will be shared on [Strategy Teams Hub](#) in due course.

Where do we stand on integrating AI into our services to improve outcomes?

Integrating AI into our services to improve outcomes is something that is on the radar but a lower priority at this stage than the number of key and significant projects we're executing this year.

We are watching and engaging with opportunities to learn how it is being utilised and could be utilised in our sector to understand where the opportunities lie for us as an organisation and where we could more deeply add value using AI than some of its more simple applications.

Which parts of the strategic plan or end result should we target first?

Our people are critical to successfully deliver the new strategic plan. Every role, effort and idea from #TeamPossible contributes to our collective success.

As individuals we focus on our individual and team plans which contribute to the overall impact that we are trying to achieve through our strategic plan.

The strategic plan impact statement and five outcomes are supported by 19 strategies and 10 enabling function action plans. Our team annual action plans are aligned to those, and our individual plans are aligned to our team's annual action plan.

Why have we specified people with Intellectual Disability in the Strategic Plan?

Our Strategic Plan 2025 – 2030 is inspired by the unwavering courage of our founding families who fought for the rights of their children with disability over 70 years ago. This commitment remains at the heart of our identity, focusing on the outcomes that matter most to people with disability and their families.

People with intellectual disability still have significant unmet needs. One of the key areas of unmet need, besides health, that we are seeking to address in our strategic plan is employment.

The employment of people with an intellectual disability, and particularly those with an NDIS plan, sits at around 23%. We are seen as specialists in employment and contributing to the health of people with an intellectual disability.

How will we accommodate individuals 18 years old to 70+ in the strategic plan?

We provide a service to individuals in the broad age range of 15 years to 70+ by focusing on people's individual choices, needs and wants by providing tailored support. By wrapping our services around what people we support want, not just what we think we have to offer. We will need to be prepared to do things a bit differently, which is exciting. With the onset of the NDIS, it allows and encourages us to focus on individualised activities.

It can be really tricky, but there's absolutely ways we can do it:

- by delivering a whole range of programs of interest to people, either individually or with the people they want to do things with, whether that is within our services, or by supporting people to access programs or activities within their community.
- giving people choice around how and who they live with and where they live.

Why is one of our key outcomes to support people to live as independently as possible? This does not happen at my service?

We absolutely are here to support people to live as independently as they possibly can in all aspects of service delivery that we provide. We are currently rolling out training in 'Active Support' in supported independent living. Active support is focused on independence capacity building to actively support other people so they can live as independently as possible.

If you feel 'Active Support' and building independent capacity is not happening in your service, initiate a discussion at your staff meetings. Sometimes what we see is people feel they should be doing things for - rather than with - people. At some sites where this has been raised in team meetings it has really shifted people's thinking.

We feel too many issues are raised by employees and people we support but are not heard. Will there be more follow up, communication and action in the new strategic plan?

People we support are at the heart of all we do and central to our strategic plan. The 19 underpinning strategies of our plan are the work we will do to achieve the five outcomes for people we support; to feel; safe, empowered, healthy, included and have the right paid job. The 19 strategies provide programs and processes that support the empowerment of people we support to exercise their choice and control and to be heard e.g.

- Programs of Self and Independent Advocacy so that more people we support are able to advocate for themselves
- Embedding Active Support in all services
- Successfully implementing a process that facilitates Supported Decision making.
- Including people we support in the design of our services.

We also have a robust process for feedback and complaints and it is regularly encouraged and communicated to people we support, families and carers and anyone who interacts with us. Our commitment is: Tell us, we will listen and we will act. This is a continued commitment and part of our strategic plan is to improve our culture so everyone knows how to identify and report if something is wrong and feels safe and able to do so.

The other processes for employees to raise issues are directly with your leader who will cascade up where needed and at Team Connect forums.

Why are four of the strategic outcomes aiming for 'more people' but the first one (safe) is aiming for 'all people'?

We use the term "more" in our outcome statements to provide a sense of direction. However, we want **all** people we support to be safe and feel safe, it would be unacceptable to target less than 100% for safety. Currently, we do not measure these outcomes. Later in 2024, we will ask people we support how they feel about each outcome to establish a baseline measure.

This will enable us to understand their current situation better and identify areas for improvement. Our aim is to make positive improvements. After the first year, we will provide specific numbers to quantify the changes we are making, ensuring our efforts are measurable and transparent.

Our Strategic Plan 2025 – 2030 is designed to adapt as we learn and grow. It is flexible, allowing us to adjust our efforts to focus on meaningful and tangible impacts in the lives of those we support. This adaptability ensures we can respond effectively to the needs of our community and continuously improve our support strategies.

Is there a greater focus on choice and control in this strategy?

Yes, there is definitely a greater focus on how we enable people we support to have a voice in decisions about their lives and the support we are providing. It is challenging, particularly where we have people who have communication challenges or haven't previously had the opportunity to have a lot of choice in their life. We need to really work very, very hard to support people and to find different ways for them to understand what their options and choices are and for them to be able to communicate what their needs, wants and wishes are, and then we support them to get there.

What's the best way for frontline workers to get support to achieve the strategic plan, and how do we ask for support to fill the gaps to provide appropriate support?

We are dedicated to supporting the growth and development of #TeamPossible. Our people are our most valuable asset and we understand that having the right capability, engagement and tools is essential to contribute effectively to our strategic plan. We are committed to providing you with the necessary resources, training and development opportunities.

We are currently rolling out training in active support. This will help us support people in the way they want to be supported and actively engage with people to understand what their needs, wishes and wants are and what we do with that.

We also need to hear the voice of frontline workers. If you have a concern, question or an idea, then feed that through to your team leader e.g. in team meetings and there is a process that feeds that up the line or email strategy directly; email strategy@endeavour.com.au and we will listen to those insights.

What would you say are the biggest changes from how things are now to how they would be with the new strategic plan?

In our purpose to make possibilities a reality, our Strategic Plan 2025 – 2030 prioritises the human aspect of our work and measures success by the impact we have on those we support. It prioritises five key outcomes that are important to people we support - feeling safe, being healthy, empowered to make decisions, included in their community and having a paid job that is right for them.

Our strategic plan is designed to adapt as we learn and grow. It is flexible, allowing us to adjust our efforts to focus on meaningful and tangible impacts in the lives of those we support.

So, we're moving towards operating at a different rhythm, we're hearing the voices of people we support more loudly. Instead of doing what we think people need, people we support are telling us what they need, we are listening and responding. We're going to be asking for the feedback of people we support more often and more directly which is really exciting.

STRATEGIC PLAN – QUESTIONS FOR SPECIFIC DIVISIONS

WORK – EGM, Shannon Foley, answers your questions about the Strategic Plan related to Work.

Is there going to be more employment planning along the same model as Kingaroy Kitchen?

As part of our transformation journey, we will be exploring ways we can develop more opportunities similar to Kingaroy Kitchen and QART. We see real potential for micro-business to be established as well. We are currently working on the details so we understand all the risks and opportunities before we proceed.

Will there be a review of the current work sites, with the view of adding more meaningful / different work?

Absolutely, we are committed to expanding meaningful work opportunities and diversifying tasks for our employees across existing business solution sites as well as through new Supported Hosted Employment (SHE) initiatives. Our goal is to create a more inclusive and empowering work model for all team members via our focus on transformation of work.

People and Wellbeing - Acting EGM, Alicia Coombs Marr, answers your questions about the Strategic Plan related to People and Wellbeing.

Are we going to put some resources into cultivating support worker skills?

We are continually reviewing the learning and development opportunities we have for all our employees, including our support workers. For the last few years we have been supporting our frontline employees to obtain a certificate III qualification, you can find more information about this on the intranet [here](#).

This year you would have also have seen a number of new and updated training modules released such as Zero Tolerance and Reporting obligations. These modules are all being developed and updated to ensure our people have access to the relevant and up to date training to support them in their roles.

We are also in the final stages of providing additional training modules for our frontline employees that are aimed at providing clients with support in areas such as epilepsy & midazolam, enteral feeding, catheter care etc. Watch this space as there will be more information to come.

Community Solutions and BRACE – EGM, Tom Mangan answers a question about the Strategic Plan related to Community Solutions and BRACE.

Does Parent Pathways fit into the strategic plan?

Community Solutions and BRACE have our own Strategic Plan that is in alignment with the Endeavour Foundation plan. Please email: strategy@endeavour.com.au for information about the Community Solutions and BRACE Strategic Plan.

Our delivery of the ParentsNext program will officially end on **Thursday 31 October 2024** and Community Solutions will not be delivering the new Parent Pathways program commencing 1 November 2024.

Home & Community – EGM, Leanne Rutherford answers your questions about the Strategic Plan related to Home & Community.

Can we implement active on-site floor manager and an administration manager role in L&Ls?

How we operate and staff all of our sites is based on individual client needs, so not all L&Ls are staffed in the same way.

All of the individuals that attend L&Ls have different levels of funding so there will be mixes of individualised support, one-on-one support and different ratios right up to one and four supports.

I would encourage anyone with a similar question or suggestion to send it up their reporting line. As we certainly do need to be continually looking at our staffing mixes across all of our services to ensure we're meeting client need and making sure our staffing is in line with funding.

More information on Strategic Plan 2025 – 2030

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Thank you for taking part in Team Connect and raising questions and concerns with the Executive Leadership team!

We look forward to seeing you at the next Team Connect sessions in 2025.