

*Enabling, enriching and empowering people with disabilities*



*Ending the isolation.*

# **Strategic Plan**

**2009 - 2014**

**To be locally, nationally and internationally respected as an innovative provider of disability services, and for our unique services for people who are deafblind.**

*Respect    Integrity    Innovation    Excellence*

---

# Contents

<b>Introduction</b>		3
<b>Senses Foundation in Focus</b>		
	Our Organisational and Management Structure	4
	Our Clients	5
<b>Strategic Directions</b>		
	From the President	6
	Our Visions; Our Purpose; Our Values: and Our Stakeholders	7
<b>Key Strategic Issues</b>		8
<b>Strategic Objectives</b>		10
<b>Operationalising the Strategic Objectives</b>		
	Leadership in Service Delivery.	11
	Sustainability.	13
	Governance.	14
	Uniqueness.	16
	Communication	18
	Brand Awareness.	19

---

# Introduction

The Senses Foundation is a charitable, not for profit organisation providing disability support services to people of all ages throughout Western Australia. Senses Foundation's uniqueness results from its provision of specialist services to people who are deafblind.

We had our origins 110 years ago as the Royal WA Institute for the Blind, then amalgamated with the WA Deafblind Association in 2001 to become the Senses Foundation Inc.

We provide the following services to our clients and their families.

- Respite
- Supported Recreation
- Alternatives to Employment and Post School Options
- Supported Accommodation
- Communication support
- Physiotherapy
- Occupational therapy
- Speech pathology
- Social Work
- Advocacy and
- A Consultative Services to other health professionals working with people who are deafblind



We have undergone considerable change and development during the period of our first Strategic Plan, 2004 – 2009. The most important change has been the increase in client services. In 2004, we provided just over 35,000 hours of service to our clients. By June 2008, we were providing over 69,000 hours of client service per annum, an increase of 97% in four years.

Senses Foundation is a sustainable, person centred, community based, disability organisation with its primary focus on services to our clients. For more information [www.senses.asn.au](http://www.senses.asn.au)

---

# Senses Foundation in Focus

## Our Organisational and Management Structure

Senses Foundation is governed by an elected Board of between 7 and 10 members. The current Board Members are;

Mr James Thom, President,  
Ms Anne Bourke, Vice President  
Mr Craig Billings            Ms Deidre Willmott  
Mr Rick Matich                Mr Bill Cutler  
Mr John Groppoli            Ms Sue Rowell  
Mr David Halge

Senses Foundation is managed by;  
Ms Debbie Karasinski      Chief Executive Officer  
Mr David Snape                Senior Manager, Corporate Services  
Ms Elvira Edwards          Senior Manager, Client Services

Senses Foundation has 106 substantive positions with 52 full time equivalents. 75% of the workforce is employed in client services.

<b>Corporate</b>	<b>Client Services</b>
Senior Manager	Senior Manager
Finance Manager	Managers (Accommodation, Community & Specialist)
Assist Accountant/ Payroll Officer	Coordinators (Accommodation, Respite & Community Options)
Manager, Training, Internal Audit and Volunteers	Social Worker
Network Administrator	Occupational Therapist
Media Liaison	Physiotherapist
Fundraising Administrative Coordinator	Speech Pathologist
Corporate Fundraising and Events Coordinator	Deafblind Consultant
	Support workers

---

# Senses Foundation in Focus

## Our Clients

Senses Foundation provides services to people with disabilities including people who are blind with additional disabilities and people who are deafblind.

One in every five Western Australians has a disability, that is, 405,500 people. Approximately three quarters of these people report physical disability as their main disabling condition.

29,100 people in Western Australia have a vision impairment and additional disabilities (“Unseen and Unheard” 2007). Of these;

- 11,640 live in country Western Australia, with 4,656 living in remote WA,
- 10,767 are under the age of 60
- Only 714 receive any formal disability services.

8,800 people in Western Australia are deafblind, (“Unseen and Unheard” 2007). Of these;

- 2288 live in rural and remote Western Australia,
- 2,400 are under the age of 60
- Only 181 receive any formal disability services.



---

# Strategic Directions

## From the President

Our key goals within the 2004 – 2009 Strategic Plan in **client services** were to focus on the individual through the provision of quality client services; to support families through providing flexible respite and supporting families to support each other; to partner with other groups who assist our clients; and provide a strong voice through advocacy on behalf of our client group. In the **corporate and commercial services**, our plan was to strive towards efficiency and effectiveness, making our assets work for us; becoming more sustainable; marketing our brand more effectively; generating more of our income ourselves; and securing greater Government funding.

We have made huge strides over the last four years in all of these areas – however the “Unseen and Unheard” report has shown us all just how much there is still to do! A total of 29,100 people in Western Australia have been identified as vision impaired with additional disabilities. 8,800 are deafblind. Almost half of these people have a profound or severe disability, and only 2% currently receive services.

Senses Foundation welcomes this new Strategic Plan and plans to move our organisation further along the road towards being the well governed, well known, quality service provider that we want Senses Foundation to be. We will therefore endeavour:

- To lead in the provision of quality services to our clients.
- To grow our organisational capacity for long term sustainability.
- To consistently apply the principles of good governance.
- To value and promote our uniqueness.
- To communicate effectively. and
- To build our brand awareness.



**James Thom**  
**PRESIDENT**



---

# Strategic Directions

## Our Vision, Mission, Values, Purpose and Stakeholders

*An organisation's vision describes its overall direction and what it is striving to achieve.*

*Our vision*

**To be locally, nationally and internationally respected as an innovative provider of disability services, and for our unique services for people who are deafblind.**

*An organisation's values represent the ethical ideals of the organization and the manner in which all the work of the organisation will be undertaken.*

*Our values*

- **To respect each person as an individual of value.**
- **To act honestly and with integrity.**
- **To be innovative.**
- **To pursue excellence.**

*The purpose or mission of an organisation describes its reason for being.*

*Our Purpose*

**To provide services to people with disabilities including unique services for people who are deafblind.**

*The stakeholders of an organisation are the individuals, groups or organisations which have a direct or indirect interest in the organisation because they can be affected by the organisation's actions, objectives and policies.*

*Our stakeholders*

**Our clients and their families; our members; our Board and staff; our funders including State and Commonwealth governments, businesses, organisations and individuals; and the general community.**

---

# Key Strategic Issues

This plan reflects the collective wisdom of clients and their families, employees, managers and senior managers, members and Board members.

Considerable consultation involving these key stake holders and including formal questionnaires and workshops; discussion; analysis; and observation informed the strategic planning process.

These consultations, observations and analysis identified six key issues that Senses Foundation must be particularly alert to during the period of the strategic plan.

## 1. Leadership in Service Delivery

*Driving Statement: We will lead in the provision of quality services to people with disabilities.*

The provision of disability services in Western Australia, separate from health and social services, away from an institutional model and towards a community based model is relatively young and is still evolving. Senses Foundation will lead in the provision of quality services for people with disabilities and will set the standard for disability services best practise.

## 2. Sustainability

*Driving Statement: We are committed to grow and develop our resources to meet the disability service needs of our clients and manage our resources effectively and efficiently.*

Sustainability is a critical issue for the non government disability sector as a whole and no less so for Senses Foundation. For Senses Foundation, sustainability relates to making the right decisions to ensure our financial viability; to recruit and retain the workforce we need; and to grow into the future to meet the needs of our clients.



---

# Key Strategic Issues

## 3. Governance

*Driving Statement: We will act ethically, honestly, safely, transparently and in the best interests of the organisation and its clients.*

A robust corporate and client services governance structure is imperative to ensure that appropriate decisions are made; monitoring and reporting structures are in place; and services are provided in a manner which ensures the safety of clients. In addition, Senses Foundation will meet its corporate and clinical governance responsibilities and will act within the Incorporations Act, the Disability Services Act, the Charitable Collections Act, and the Privacy Act.

## 4. Uniqueness

*Driving Statement: We are a unique organisation in Western Australia, committed to enhancing the quality of life of people who are deafblind.*

While Senses Foundation has many similarities with other organisations within the disability sector, it is unique, being the only provider of disability services to people who are deafblind. Senses Foundation must continue to develop and provide these unique services in a manner which is world's best practise and which meet the full range of needs of the individual, as a result of their deafblindness. It will provide its unique services equitably throughout Western Australia and will be a strong advocate for people who are deafblind.

## 5. Communication

*Driving Statement: We will create a culture which enables open, transparent and effective communication and constructive debate.*

Engagement with key stakeholders is critical if Senses Foundation is to be effective in achieving its vision and purpose. Senses Foundation needs to listen and respond to its clients and their families; to keep its current and potential funding bodies and sponsors and supporters apprised of its activities and its worth; to communicate its points of difference and similarity within the disability sector; and to maintain a relationship with its staff which encourages open communication and respectful debate.

## 6. Brand Awareness

*Driving Statement: We will present a consistent message regarding Senses Foundation and its work to all stakeholders.*

The issue of Senses Foundation not being known in the community is critical and is constantly raised by key stakeholders. The strategic imperative for Senses Foundation is to manage the decisions around how much of its funds should be directed to brand awareness and how much should be directed to its client services. The main targets of brand awareness strategies must be the general public, potential sponsors and supporters, both individual and corporate, health professionals and other professional intermediaries.

---

# Strategic Objectives

In addressing the key strategic issues that are likely to impact Senses Foundation over the next 5 years, the following strategic objectives will be the key drivers in achieving our vision.

These are

- 1. To lead in the provision of quality services to our clients.**
- 2. To grow our organisational capacity for long term sustainability.**
- 3. To consistently apply the principles of good governance.**
- 4. To value and promote our uniqueness.**
- 5. To communicate effectively and**
- 6. To build our brand awareness.**

# Operationalising the Strategic Objectives

## Leadership in Service Delivery

**Strategic Objective 1:** To lead in the provision of quality services to our clients.

*Driving Statement:* We will lead in the provision of quality services to people with disabilities.

Key Actions Required	We will know we have achieved our objective when	Strategic Objectives Impacted Positively Through Key Actions					
		Leadership	Sustainability	Governance	Uniqueness	Communication	Brand Awareness
1. Remain at the forefront of contemporary disability service provision	1.1 We are consulted regarding our service delivery expertise	√	√		√	√	√
	1.2 We are requested to present at conferences regarding our service delivery expertise.	√	√		√	√	√
	1.3 We have journal articles regarding our service delivery expertise accepted for publication.	√	√		√	√	√
2. Promote a culture of innovation and excellence in service delivery	2.1 We acknowledge innovation and excellence through staff awards.	√	√		√	√	√
	2.2 Staff present their innovative and excellent work at internal and external conferences.	√	√	√	√	√	√
3. Encourage the	3.1 Client needs are met through	√	√	√	√		

dynamic review of service delivery	changes in service delivery.						
4. Provide quality services which meet the full range of needs of the individual, as a result of their disability.	4.1 Qualitative and quantitative measures indicate client needs are met.	√	√		√		

## Sustainability

**Strategic Objective 2:** To grow our organisational capacity for long term sustainability.

*Driving Statement:* We are committed to grow and develop our resources to meet the disability service needs of our clients and manage our resources effectively and efficiently.

Key Actions Required	We will know we have achieved our objective when	Strategic Objectives Impacted Positively Through Key Actions					
		Leadership	Sustainability	Governance	Uniqueness	Communication	Brand Awareness
1. Address workforce planning.	1.1 No services are jeopardised as a result of staff shortages.	√	√	√	√		√
2. Develop the Board and the staff to add maximum value.	2.1 The Board and staff have the skills for their role.	√	√	√	√		
3. Identify sustainable funding.	3.1 No services are jeopardised as a result of lack of funding.	√	√	√	√		√
4. Ensure efficiency throughout the organisation.	4.1 Infrastructure cost increases remain at CPI or less.	√	√	√			

## Governance

**Strategic Objective 3:** To consistently apply the principles of good governance.

*Driving Statement:* We will act ethically, honestly, safely, transparently and in the best interests of the organisation and its clients.

Key Actions Required	We will know we have achieved our objective when	Strategic Objectives Impacted Positively Through Key Actions					
		Leadership	Sustainability	Governance	Uniqueness	Communication	Brand Awareness
1. Lay solid foundations for management and oversight.	1.1 The roles and responsibilities of the Board and CEO are established and clear.		√	√		√	
2. Structure the Board to add value.	2.1 The Board performance is assessed within predetermined criteria.			√			
3. Promote ethical and responsible decision making.	3.1 Conflict of interest is avoided and declared.			√		√	
4. Safeguard integrity in financial reporting.	4.1 An Audit Committee is maintained.		√	√			
	4.2 An unqualified audit is received.		√	√			
5. Make timely and balanced disclosure.	5.1 All material matters are disclosed to the Board by the CEO		√	√		√	

	5.2 All material matters are disclosed by the Board to members and to funding bodies.		√	√		√	
6. Respect the rights of members	6.1 Regular communication between the organisation and its members is facilitated.		√	√		√	
7. Recognise a duty of care to clients.	7.1 Policy and procedures are in place and are enforced.		√	√			
	7.2 The CEO reports regularly to Board on client services, client services governance and serious incidents.		√	√		√	
8. Recognise and manage risk.	8.1 Sound system of risk oversight and management and internal control are in place.		√	√			
	8.2 The CEO reports regularly to Board on risk and its management.		√	√		√	

# Uniqueness

**Strategic Objective 4:** To value and promote our uniqueness.

*Driving Statement:* We are a unique organisation in Western Australia, committed to enhancing the quality of life of people who are deafblind.

Key Actions Required	We will know we have achieved our objective when	Strategic Objectives Impacted Positively Through Key Actions					
		Leadership	Sustainability	Governance	Uniqueness	Communication	Brand Awareness
1. Promote a culture of uniqueness within Senses Foundation.	1.1 Qualitative and quantitative measures indicate staff feel their role is unique.	√	√		√	√	√
2. Provide unique services which address the needs of the individual, as a result of their deafblindness	2.1 Qualitative and quantitative measures indicate client needs are met through services not available elsewhere.	√	√	√	√		√
3. Present Senses Foundation's unique services and expertise locally, nationally and internationally	3.1 We are consulted regarding our expertise in service delivery for people who are deafblind.	√	√		√	√	√
	3.2 We are requested to present at conferences regarding our expertise in service delivery for people who are deafblind.	√	√		√	√	√
	3.3 We have journal articles accepted regarding our expertise in service delivery for people who	√	√		√	√	√

<p>4. Undertake and publish research in disability services for people who are deafblind</p>	<p>are deafblind.</p> <p>4.1 We undertake research regarding services for people who are deafblind or deafblindness.</p> <p>4.2 We have journal articles regarding our research accepted for publication</p>	<p>√</p> <p>√</p>	<p>√</p> <p>√</p>		<p>√</p> <p>√</p>	<p>√</p> <p>√</p>	<p>√</p> <p>√</p>
--	--	-------------------	-------------------	--	-------------------	-------------------	-------------------

# Communication

**Strategic Objective 5:** To communicate effectively.

*Driving Statement:* We will create a culture which enables open, transparent and effective communication and constructive debate.

Key Actions Required	We will know we have achieved our objective when	Strategic Objectives Impacted Positively Through Key Actions					
		Leadership	Sustainability	Governance	Uniqueness	Communication	Brand Awareness
1. Create a culture of honest, open and effective communication at all levels of the organisation.	1.1 We have a communication strategy in place and it is adhered to.	√		√		√	√
	1.2 Qualitative and quantitative measures indicate we have effective communication.	√	√			√	
2. Communicate with stakeholders using accessible formats	2.1 All stakeholders are able to receive the information which is delivered for them.	√		√		√	√
3. Listen to our clients	3.1 Qualitative and quantitative measures indicate that clients feel listened to.	√	√			√	

## Brand Awareness

**Strategic Objective 6:** To build our brand awareness.

*Driving Statement:* We will present a consistent message regarding Senses Foundation and its work to all stakeholders.

Key Actions Required	We will know we have achieved our objective when	Strategic Objectives Impacted Positively Through Key Actions					
		Leadership	Sustainability	Governance	Uniqueness	Communication	Brand Awareness
1. Build an awareness of deafblindness.	1.1 Deafblindness is understood by stakeholders.		√		√	√	√
2. Build an awareness of Senses Foundation and its work.	2.1 The work of Senses Foundation is understood by stakeholders.	√	√		√	√	√