

*Enabling, enriching and empowering people with disabilities*



*Ending the isolation.*

# **Business Plan 2010 – 2011**

*Respect    Integrity    Innovation    Excellence*

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# Summary of the Strategic Plan 2009 – 2014

## 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.

## Our values

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

## Our Purpose

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

## 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.

## Our Strategic Objectives

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.

# Business Plan 2010 - 2011

## CLIENT RELATED ACTIVITIES

Where there is a significant change from 2009/2010, or where there is significantly no change, 2009/2010 figures are included in red.

## Client Numbers

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability*

#### **Strategic Objective – Sustainability**

- *Key Action – Identify sustainable funding.*

#### **Strategic Objective - Uniqueness**

- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

To increase client numbers to increase organisational sustainability.

### **Activity**

The Chief Executive Officer, Senior Managers and Managers will remain alert for relevant government initiatives which have the potential to increase client numbers.

The Chief Executive Officer will develop a Service Proposition regarding the Corporate Services which will be offered to other community service agencies in a partnership arrangement.

The Chief Executive Officer, Senior Managers and Managers will seek all opportunities for obtaining outsourced Government disability services.

The Senior Managers and Managers and staff will participate in disability sector expos etc which increase Senses Foundation's profile as a service provider of choice.

The Senior Manager Client Services and Client Services Managers will submit articles regarding client services to the newsletters of DSC and other relevant organisations with the disability sector.

The Senior Manager Client Services and Client Services Managers will keep the Senses Foundation website current regarding client services.

The Chief Executive Officer, Senior Managers and Managers will participate in committees/workshops/meetings etc which can influence government policy and processes around client numbers and services.

The Chief Executive Officer, Senior Managers and Managers will maintain effective communication with relevant client based organisations.

## Systemic Advocacy

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective - Leadership in Service Delivery**

- *Key Action - Remain at the forefront of contemporary disability service provision*

#### **Strategic Objective – Uniqueness**

- *Key Action – Present Senses Foundation’s unique services and expertise locally, nationally and internationally*

#### **Strategic Objective – Communication**

- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

To ensure that Senses Foundation’s views on strategic matters which relate to disability services, and the views and needs of Senses Foundation clients and their families in relation to the provision of disability services, are aired in a manner which has a positive impact, or the potential for a positive impact, for Senses Foundation and its clients and their families.

### **Activity**

The Chief Executive Officer will participate as a member of

- The WA NDS Management Committee.
- The Director General of DSC’s CEO Round Table.
- The Taxi Industry Board.
- The CCI Business Policy Forum
- The Premier’s Partnership Forum
- Other Committees and Working Parties.

The Senior Managers and Managers will participate on relevant Committees and Working Parties.

## The Deafblind International Secretariat

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain at the forefront of contemporary disability service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery.*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation.*
- *Key Action – Provide unique services which address the needs of the individual as a result of their deafblindness.*
- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build and awareness of Senses Foundation and its work.*

### **Goal**

To manage the Deafblind International (DbI) Secretariat in accordance with the DbI Constitution and the contract with DbI.

### **Activity**

An effective administrative system will be maintained for DbI.

DbI meetings will be co-ordinated and organised including the General Assembly, Council and Management Committee meetings

The process for organising DbI world and regional conferences will be overseen.

The President of DbI will be supported to effectively undertake his role.

Effective communication will be maintained between the Secretariat and Treasurer and Information Officer.

The strategic direction of DbI will be monitored.

All workings of DbI will be within the DbI constitution.

## Deafblind Awareness Week

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action - Promote a culture of innovation and excellence in service delivery.*

#### **Strategic Objective – Sustainability**

- *Key Action – Address workforce Planning.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*
- *Key Action - Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

To use the national and international opportunities presented through Deafblind Awareness Week to maximise the awareness in the community of deafblindness and Senses Foundation.

### **Activities**

A seminar relating to an aspect of deafblindness will be held with an international key note speaker.

There will be a focus on staff training.

There will be a focus on clients and their families.

Media will be arranged around the key note speaker and the symposium.

Recurrent funds will be sourced to ensure that Deafblind Awareness Week activities are possible into the future.

## Accommodation Services

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery.*
- *Key Action – Encourage the dynamic review of service delivery*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

Clients in group home accommodation; Clients with individual funding; Clients in Senses Accommodation Services receiving Disability Aged Care

### **Goal**

To provide a high quality and sustainable accommodation service which enables clients to live in the community in a home environment as close as possible to that enjoyed by other community members and to develop new services for individuals who apply.

### **Activity**

56,805 **(48,264)** hours of accommodation service will be provided to 49 **(48)** clients (this will change based on any variations) in group and independent homes.

New individual accommodation services will be established for people with individual funding who are eligible.

Accommodation Service will be continued for 7 Disability Aged Care clients and the age related needs of all clients will be addressed.

The DSC Outcomes Framework will be implemented within the accommodation service.

External Standards Monitoring will result in recommendations for Service Improvement only and no Required Actions.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Respite Services

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery.*
- *Key Action – Encourage the dynamic review of service delivery*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

### Family Respite; Intensive Family Support Service; Holiday Respite Service; Holiday Fun Day Camps

#### **Goal**

To provide a flexible, in or out of home, high quality and sustainable respite service which supports the family in their caring role, allows them to have a break and meets their family requirements and provides a positive experience for the client.

#### Activity

2,307 **(2,307)** hours of flexible family respite support will be provided to 14 **(14)** families.

Other funds from Commonwealth Carelink etc will be sourced to meet family requests.

16,627 **(7,450)** hours of Intensive Family Support, will be provided to 11 **(6)** families with individual funding.

874 **(689)** hours of flexible respite support will be provided during school holidays to 12 **(9)** families.

New individual services will be established for people with individual funding who are eligible.

The DSC outcomes based framework will be implemented within the service.

External Standards Monitoring will result in recommendations for Service Improvement only and no Required Actions.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Community Options Services

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery.*
- *Key Action – Encourage the dynamic review of service delivery*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### Alternatives to Employment and Post School Options (ATE/PSO); Recreation Service; Camps Project

#### **Goal**

To provide a high quality and sustainable ATE/PSO and Recreation service that enables a client to access a range of meaningful options and encourages involvement in everyday community life while developing skills, enjoyment and satisfaction.

#### **Activity**

11,656 **(7,632)** hours of ATE/PSO community support will be provided to 19 **(17)** people.

650 **(650)** hours of recreation support will be provided to 7 **(7)** people.

New individual services will be established for people with individual funding who are eligible.

External Standards Monitoring will result in recommendations for Service Improvement only and no Required Actions.

The DSC Outcomes Framework will be implemented within the service.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Disability Aged Care to Clients in Activ Homes

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery.*
- *Key Action – Encourage the dynamic review of service delivery*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

To continue service provision to 5 Disability Aged Care clients living in Activ Foundation accommodation services

### **Activity**

The “top up” support of the Disability Aged Care program will continue to be provided to eligible people in Activ Homes.

The service will be provided in a manner which exemplifies Senses Foundation’s values and within all relevant policies and procedures.

## Therapy and Social Work Services

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery.*
- *Key Action – Encourage the dynamic review of service delivery*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*
- *Key Action – Present Senses Foundation’s unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

Early Childhood Service; Adult Comprehensive Service; Professional Service; Usher Support Group

### **Goal**

To provide a high quality and sustainable service that contributes to the clients’ wellbeing, independence, positive relationships and development of abilities, skills and competencies, and participation in community life.

To play an important enabling role for many clients through the provision of a range of developmental and preventive strategies.

### **Activity**

1,471 (679) hours across 13 (7) places of comprehensive early childhood therapy, social work and psychological services in relevant settings will be provided to pre-school age children who have not commenced year one schooling, or are not in a full time placement at an Education Support School.

2,417 (680) hours of adult comprehensive therapy, social work and psychological services will be provided to 48 (34) adult clients in relevant settings to people over 18 years of age or to those who are no longer in secondary education.

A therapy and social work comprehensive service will be provided to the Senses Foundation Accommodation, Respite, Community Options, Disability Aged Care, and Specialist Communication services.

A therapy and social work consultancy service will be provided to external school aged providers and country providers of Disability Professional Services.

The Usher Support Group, the Parent Support Group and the Sibling Support Group will be facilitated to run at least one activity during the twelve months and more if funding is secured.

Recurrent funds will be sourced to ensure that this service is sustainable into the future.

External Standards Monitoring will result in recommendations for Service Improvement only and no Required Actions.

The DSC Outcomes Framework will be implemented within the service.

Growth funding will be applied for when available.

A school aged services will be implemented if funding becomes available.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Specialist Communication Services

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action - Promote a culture of innovation and excellence in service delivery.*
- *Key Action - Encourage the dynamic review of service delivery*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*
- *Key Action - Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

To provide a high quality and sustainable specialist communication service which covers information and training to individuals, families, staff and to other service providers with a specific focus on deafblindness.

### **Activity**

2,231 **(2,231)** hours of the communication specialist service will be provided to 60 **(60)** people.

Specialist communication education, training and resources will be provided to external service providers working with people who are deafblind.

A communication consultancy service will be provided to the Senses Foundation Accommodation, Therapy and Social Work, Respite, Community Options, Disability Aged Care, and the Age Related Deafblindness services.

External Standards Monitoring will result in recommendations for Service Improvement only and no Required Actions.

Growth funding will be applied for when available.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Supporting People who are Deafblind In Country WA

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action - Promote a culture of innovation and excellence in service delivery.*
- *Key Action - Encourage the dynamic review of service delivery*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*
- *Key Action - Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

**FUNDING IS NOT ALLOCATED IN THE BUDGET SPECIFICALLY FOR COUNTRY SERVICES. This program is supported through the Specialist Communication service however in order for all activities to be undertaken, funding will be sought from government and non government agencies.**

### **Goal**

To provide specialist communication education, training and resources to individuals with deafblindness or a vision impairment and additional disabilities and their families, carers and service providers living in rural and remote Western Australia; and provide education and training to health care workers and educationalists working with Aboriginal and Torres Strait islander communities.

### **Activity**

Deafblind training and consultations will be provided in at least two centres within identified regional country areas.

Recurrent funds will be sourced to ensure that this service is sustainable into the future.

Resources will be developed which are culturally sensitive for indigenous populations.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Contact Person Support for Older People with Dual Sensory Loss

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action - Promote a culture of innovation and excellence in service delivery.*
- *Key Action - Encourage the dynamic review of service delivery*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*
- *Key Action - Present Senses Foundation's unique services and expertise locally, nationally and internationally.*
- *Key Action – Undertake and publish research in disability services for people who are deafblind.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness..*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

To undertake a pilot project to determine the impact of providing a contact person model of service, for people over the age of 65 years with a dual sensory loss in Western Australia, on their ability to undertake a set of activities of daily living; on their participation in the community and their sense of well being.

### **Activity**

3 (6) hours of specialist care per week will be provided to 14 people who are deafblind over twelve months and the impact will be evaluated.

Recurrent funds will be sourced to ensure that this service is sustainable into the future.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Supporting People with Age Related Deafblindness

(No specific program in 2009/2010)

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action - Promote a culture of innovation and excellence in service delivery.*
- *Key Action - Encourage the dynamic review of service delivery*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation*
- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*
- *Key Action - Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Communication**

- *Key Action – Communicate with stakeholders using accessible formats.*
- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

**FUNDING IS NOT ALLOCATED IN THE BUDGET SPECIFICALLY FOR AGE RELATED DEAFBLINDNESS.** This program is supported through all service areas however in order for all activities to be undertaken, funding will be sought from external government and non government agencies.

### **Goal**

To raise the awareness particularly in the age care and disability sectors, but also in the broader community, of age related deafblindness and the impact of age related deafblindness.

To provide specialist education, training and resources to individuals with age related deafblindness and their families, carers and service providers to lessen the impact of age related deafblindness.

## **Activity**

Deafblind training and consultations will be provided to at least four aged service centres and/or individuals.

Recurrent funds will be sourced to ensure that this service is sustainable into the future.

Resources\* will be developed relating to age related deafblindness.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

\* The number of resources will depend on the funding sourced.

## **Sibling Support**

### **RELATIONSHIP TO THE STRATEGIC PLAN**

#### ***Strategic Objective – Leadership in Service Delivery***

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### ***Strategic Objective – Uniqueness***

- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*

#### ***Strategic Objective – Communication.***

- *Key Action – Listen to our clients.*

**FUNDING IS NOT ALLOCATED IN THE BUDGET SPECIFICALLY FOR SIBLING SUPPORT.** This program is supported through the Social Work program however in order for all activities to be undertaken, funding will be sought from external government and non government agencies.

### **Goal**

To provide siblings with an opportunity to meet and develop rapport with other siblings and appreciate that they are not alone in having a brother or a sister with a disability.

### **Activity**

Opportunities\* will be provided for brothers and sisters of children with special needs to obtain peer support, group therapy and education within a recreational context, and celebrate the many contributions made by brothers and sisters.

Recurrent funds will be sourced to ensure that this service is sustainable into the future.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

\* The number of opportunities will depend on the funding sourced.

## **Parent Support**

### **RELATIONSHIP TO THE STRATEGIC PLAN**

#### ***Strategic Objective – Leadership in Service Delivery***

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### ***Strategic Objective – Uniqueness***

- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*

#### ***Strategic Objective – Communication.***

- *Key Action – Listen to our clients.*

**FUNDING IS NOT ALLOCATED IN THE BUDGET SPECIFICALLY FOR PARENT SUPPORT.** This program is supported through the Social Work program however in order for all activities to be undertaken, funding will be sought from external government and non government agencies.

### **Goal**

To develop and foster a support system for the parents of clients which provides a break from the caring role and an opportunity to meet other families, exchange experiences and acquire new information and knowledge that will enable them to cope better with their particular situation and sustain their own wellbeing.

### **Activity**

The following will be provided

- One\*Parent Respite Weekend
- One\*Recreational Outing
- One\*Mother Days Pampering Morning
- One\*Education Forum

Recurrent funds will be sourced to ensure that this service is sustainable into the future.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

\* The number of opportunities will depend on the funding sourced.

## Usher Support

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Provide unique services which address the needs of the individual as a result of the deafblindness.*

#### **Strategic Objective – Communication.**

- *Key Action – Listen to our clients.*

**FUNDING IS NOT ALLOCATED IN THE BUDGET SPECIFICALLY FOR USHER SUPPORT.** This program is supported through the Social Work program however in order for all activities to be undertaken, funding will be sought from external government and non government agencies.

### **Goal**

To provide a forum for people with Usher and their family and friends to meet others similarly affected and to talk about their differences and concerns and to provide knowledge and support.

### **Activity**

6\*activities will be provided which will

- Provide advice and support – particularly when the person is first diagnosed, to understand Usher Syndrome and its effects
- Provide training, education, health and social service information
- Provide recreational opportunities within a supportive group.

Recurrent funds will be sourced to ensure that this service is sustainable into the future.

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

\* The number of opportunities will depend on the funding sourced.

## Pilot and Research Projects

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain in the forefront of contemporary service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery.*
- *Key Action – Encourage the dynamic review of service delivery.*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability.*

#### **Strategic Objective – Governance**

- *Key Action – Recognise a duty of care to clients.*

#### **Strategic Objective – Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation.*
- *Key Action – Provide unique services which address the needs of the individual, as a result of their deafblindness.*
- *Key Action – Undertake and publish research in disability services for people who are deafblind.*

#### **Strategic Objective – Communication**

- *Key Action – Listen to our clients.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build and awareness of deafblindness.*
- *Key Action – Build and awareness of Senses Foundation and its work.*

**FUNDING IS NOT ALLOCATED IN THE BUDGET FOR RESEARCH.** Funding will be sought from external government and non government agencies for each project identified.

### **Goal**

To undertake research in disability services for people who are deafblind and to evaluate current services.

### **Activity**

The Chief Executive Officer, Senior Manager Client Services and Client Services Managers will identify project\* areas, develop projects and their budgets and prepare submissions for sponsorship.

Senior Manager Client Services and Client Services Managers will undertake projects according to the project design and in accordance with the requirements of the funding body.

Recurrent funds will be sourced to ensure that research is possible into the future.

- The number of projects undertaken will depend on the funding sourced.

# CORPORATE ACTIVITIES

## Review of the Senses Foundation Constitution

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain at the forefront of contemporary disability service delivery*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability*

#### **Strategic Objective - Governance**

- *Key Action – Lay solid foundations for management and oversight.*

#### **Goal**

To have the revised constitution approved by the Board and present it for approval to the Senses Foundation Membership at the 2010 Annual General Meeting.

#### **Activity**

The amended Constitution will be submitted to the Members for approval at the 2010 Annual General Meeting.

The amended Constitution will be implemented.

## Community Sector Organisation Partnership Development

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain at the forefront of contemporary disability service delivery*
- *Key Action – Promote a culture of innovation and excellence in service delivery*
- *Key Action – Encourage the dynamic review of service delivery*
- *Key Action - Provide quality services which meet the full range of needs of the individual, as a result of their disability*

#### **Strategic Objective - Sustainability**

- *Key Action – Identify sustainable funding.*
- *Key Action – Ensure efficiency throughout the organisation.*

#### **Strategic Objective - Governance**

- *Key Action – Recognise and manage risk.*

### **Goal**

To investigate partnering with other community sector organisations and to provide them with corporate services.

### **Activity**

Review the services within the Corporate Division to identify those services which could be offered to community service organisations.

Develop a prospectus of services for offer.

Identify funding to fully develop concept including research, development, marketing and implementation.

The activities will be undertaken in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Financial Management

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Sustainability**

- *Key Action – Identify sustainable funding*
- *Key Action – Ensure efficiency throughout the organisation.*

#### **Strategic Objective - Governance**

- *Key Action – Promote ethical and responsible decision making.*
- *Key Action – Safeguard integrity in financial reporting.*
- *Key Action – Make timely and balanced disclosure.*
- *Key Action – Recognise and manage risk*

#### **Strategic Objective - Communication**

- *Key Action – Create a culture of honest, open and effective communication at all levels of the organisation.*

### **Goal**

To maintain a high level of Financial Management and Internal Audit services to the CEO, Senior Managers and the Board whilst ensuring efficiency within the department.

### **Activity**

Review the structure of the Finance Department and the reporting arrangements to improve reporting, compliance and risk management.

Participate in the external Standards Monitoring process.

Complete acquittals and monitor the process to ensure it best suits Senses Foundation's and the funder's financial requirements.

Focus on internal controls, and internal audit, particularly in Client Funds and Payroll.

Investigate the appropriateness of implementing the new National Standards Chart of Accounts (SCoA) for Not for Profit organisations.

The Senior Manager and Finance Manager will participate on relevant Sector Committees and working parties

The service will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Information Technology

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain at the forefront of contemporary disability service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery*

#### **Strategic Objective – Sustainability**

- *Key Action – Ensure efficiency throughout the organisation.*

#### **Strategic Objective - Governance**

- *Key Action – Respect the rights of members.*

#### **Strategic Objective - Uniqueness**

- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective - Communication**

- *Key Action – Create a culture of honest, open and effective communication at all levels of the organisation.*
- *Key Action – Communicate with stakeholders using accessible formats.*

**FUNDING IS NOT ALLOCATED IN THE BUDGET FOR THE IT UPGRADE. Funding will be sought from Lotterywest for this.**

### **Goal**

To develop and manage the IT system as efficiently as possible to ensure the effective functioning of the organisation.

### **Activity**

Submit an application to Lotterywest for a complete IT system upgrade.

Implement the IT system upgrade when approved by Lotterywest.

Maintained the IT System.

Continue to provide a high level of IT service to all staff.

Continue to develop and maintain the Senses Foundation Websites.

Continue to develop and maintain the Senses Foundation intranet.

Manage the mobile telephones and mobile computers.

The activities will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Property Maintenance

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain at the forefront of contemporary disability service provision.*
- *Key Action – Encourage the dynamic review of service delivery*

#### **Strategic Objective – Sustainability**

- *Key Action – Ensure efficiency throughout the organisation.*

#### **Strategic Objective - Governance**

- *Key Action – Recognise a duty of care to clients.*
- *Key Action – Recognise and manage risk*

### **Goal**

To maintain the real estate assets of the organisation and ensure a safe and efficient working space for employees.

### **Activity**

Planned and unplanned maintenance at 11 Kitchener Avenue Burswood will be managed.

The Motorola and the WAMMCO leases will be managed.

The outsourcing of the Head Lease for houses in the accommodation service to Uniting Care West will be monitored.

The activities will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Administration

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Sustainability**

- *Key Action – Address workforce planning.*
- *Key Action – Ensure efficiency throughout the organisation.*

#### **Strategic Objective - Governance**

- *Key Action – Recognise and manage risk*

#### **Strategic Objective - Communication**

- *Key Action – Create a culture of honest, open and effective communication at all levels of the organisation.*
- *Key Action – Communicate with stakeholders using accessible formats.*

### **Goal**

Maintain an acceptable level of administrative and secretarial services.

### **Activity**

The delegated administrative and secretarial functions will be monitored to ensure all are being undertaken satisfactorily.

Funding will be sought to continue the upgrade of the centralised filing system.

The activities will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Training and Development

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain at the forefront of contemporary disability service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery*
- *Key Action - Provide quality services which must meet the full range of needs of the individual, as a result of their disabilities.*

#### **Strategic Objective – Sustainability**

- *Key Action – Address workforce planning.*
- *Key Action – Develop the Board and staff to add maximum value.*
- *Key Action – Ensure efficiency throughout the organisation.*

#### **Strategic Objective - Governance**

- *Key Action – Recognise and manage risk*

### **Goal**

To ensure that each employee has the skills and competencies to undertake the duties of their job to the required standard.

### **Activities**

The Orientation program will continue to be developed and monitored.

An extended comprehensive training program for Support Workers will be implemented.

The implementation of a Diploma in Deafblind Studies within Senses Foundation will be investigated.

The general training program will be extended to reflect the changing and emerging needs of the organisation.

The minimum training requirements for staff will be met.

The Profession Development of staff members will continue.

Traineeships will be utilised for staff, where applicable.

The viability and value of Registered Training organisation status will continue to be investigated.

Business Sponsorship (type 457 Visa) applications will be processed where applicable.

Training opportunities for staff, both in Australia and internationally will be identified.

National and international experts will continue to be brought to Perth to train Senses Foundation staff regarding deafblindness and disability.

The activities will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Internal Audit

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain at the forefront of contemporary disability service provision.*
- *Key Action – Encourage the dynamic review of service delivery*
- *Key Action - Provide quality services which must meet the full range of needs of the individual, as a result of their disabilities.*

#### **Strategic Objective – Sustainability**

- *Key Action – Ensure efficiency throughout the organisation.*

#### **Strategic Objective - Governance**

- *Key Action – Recognise and manage risk.*

### **Goal**

To ensure that critical functions, including but not limited to financial and client services functions, are carried out in accordance with procedures.

### **Activities**

The program of internal audits will be carried out.

The activities will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Volunteers

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action - Provide quality services which must meet the full range of needs of the individual, as a result of their disabilities.*

#### **Strategic Objective – Sustainability**

- *Key Action – Ensure efficiency throughout the organisation.*

### **Goal**

Increase and coordinate the use of volunteers throughout Senses Foundation to increase organisational efficiency and to increase opportunities for clients.

### **Activities**

Membership of Volunteering WA will be maintained.

Positions and activities within the organisation, suitable for volunteers, will continue to be identified.

Staff will continue to be assisted to identify volunteers through advertising and networking etc.

Volunteers will be supported in their volunteering activities.

The activities will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Human Resources

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Remain at the forefront of contemporary disability service provision.*
- *Key Action – Promote a culture of innovation and excellence in service delivery*
- *Key Action - Provide quality services which must meet the full range of needs of the individual, as a result of their disabilities.*

#### **Strategic Objective – Sustainability**

- *Key Action – Address workforce planning.*
- *Key Action – Ensure efficiency throughout the organisation.*

#### **Strategic Objective - Governance**

- *Key Action – Recognise and manage risk*

#### **Strategic Objective - Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation.*

#### **Strategic Objective - Communication**

- *Key Action – Create a culture of honest, open and effective communication at all levels of the organisation.*
- *Key Action – Communicate with stakeholders using accessible formats.*

### **Goal**

To attract, maintain and effectively manage employees to help the organisation meet its strategic goals.

### **Activities**

The HR processes including payroll will be managed to ensure the effective and efficient functioning of the organisation.

The staff portal will be reviewed along with twitter and other social networking systems to identify the best means of providing current information to staff.

The “Building our Workforce” Working Party will be maintained and supported to examine and improve current recruitment, retention, remuneration and development strategies; and to develop comprehensive Staff Awards

The Rostering software and system will be reviewed and refined.

The Collective Workplace Agreement will be reviewed.

The activities will be provided in a manner which exemplifies Senses Foundation’s values and within all relevant policies and procedures.

## **Motor Vehicles**

### **RELATIONSHIP TO THE STRATEGIC PLAN**

#### ***Strategic Objective – Leadership in Service Delivery***

- *Key Action – Remain at the forefront of contemporary disability service provision.*
- *Key Action - Provide quality services which must meet the full range of needs of the individual, as a result of their disabilities.*

#### ***Strategic Objective – Sustainability***

- *Key Action – Ensure efficiency throughout the organisation.*

### **Goal**

To manage the vehicle resource as efficiently and effectively as possible to ensure the effective functions of the organisation.

### **Activities**

The purchase/lease option will be reviewed to ensure a cost effective option for Senses Foundation.

The outsourced Fleet Management will be monitored.

Client services staff will be encouraged to use pool vehicles in preference to their own for work purposes.

The activities will be provided in a manner which exemplifies Senses Foundation's values, according to all schedules and within all relevant policies and procedures.

## Public Relations/Media

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Promote a culture of innovation and excellence in service delivery*

#### **Strategic Objective – Sustainability**

- *Key Action – Address workforce planning.*
- *Key Action – Identify sustainable funding.*

#### **Strategic Objective - Governance**

- *Key Action – Make timely and balanced disclosures*

#### **Strategic Objective - Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation.*
- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective - Communication**

- *Key Action – Create a culture of honest, open and effective communication at all levels of the organisation.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

To build awareness of deafblindness and awareness of Senses Foundation and its work.

### **Activity**

All opportunities will be identified to promote the work of Senses Foundation or deafblindness in the press including but not limited to fundraising events; Deafblind Awareness Week activities; launches of publications; and clients activities where appropriate.

The media will be monitored to be aware of articles about Senses Foundation, deafblindness and related matters in the press.

The activities will be provided in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Government Funding

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Sustainability**

- *Key Action – Identify sustainable funding.*

#### **Strategic Objective - Uniqueness**

- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

To generate income through additional government funding of current and proposed operations.

### **Activity**

The Chief Executive Officer, Senior Managers and Managers will remain alert for relevant government funding.

The Chief Executive Officer, Senior Managers and Managers will create funding proposals for financial support.

The Chief Executive Officer and Senior Managers will submit proposals.

The Chief Executive Officer and Senior Managers will participate in Committees/workshops/meetings etc which can influence government policy and processes around funding or actual funding decisions.

The activities will be undertaken in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Direct Mail Campaigns

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Sustainability**

- *Key Action – Identify sustainable funding.*

#### **Strategic Objective - Uniqueness**

- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

Primarily to generate income through direct mail. Secondly to build awareness of deafblindness and the work of Senses Foundation

### **Activity**

Four direct mail campaigns will be conducted to ensure maximum financial return.

One acquisition direct mail campaign will be conducted to increase the number of people on the data base.

All costs relating to the conducting direct mail campaigns will be reviewed.

A donor management system which meets the needs of the department will be identified and implemented.

The activities will be undertaken in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Fundraising Events

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Promote a culture of innovation and excellence in service delivery*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability*

#### **Strategic Objective – Sustainability**

- *Key Action – Identify sustainable funding.*

#### **Strategic Objective - Uniqueness**

- *Key Action – Promote a culture of uniqueness within Senses Foundation.*
- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

Primarily to generate income through events. Secondly to build awareness of deafblindness and the work of Senses Foundation

### **Activity**

The Senses Foundation Golf Day, currently the Senses Foundation AHG Charity Golf Day will continue to be managed to ensure maximum financial return.

Senses Foundation will participate in the ASI Golf Day as the charitable recipient, managing the auction items, betting and raffle activities to ensure maximum financial return.

The Senses Foundation Bowls Day, will be managed to ensure maximum financial return.

The activities will be undertaken in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Corporate Sponsorship and Corporate Grants

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Sustainability**

- *Key Action – Identify sustainable funding.*

#### **Strategic Objective - Uniqueness**

- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

Primarily to generate income through securing corporate grants and sponsorship.  
Secondarily to build awareness of deafblindness and the work of Senses Foundation

### **Activity**

A list of key prospects within corporate community will be developed.

Funding proposals will be developed for financial support, workplace giving or volunteering programs

Proposals will be submitted and their progress monitored.

The activities will be undertaken in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Philanthropy / Foundations

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Leadership in Service Delivery**

- *Key Action – Promote a culture of innovation and excellence in service delivery*
- *Key Action – Provide quality services which meet the full range of needs of the individual, as a result of their disability*

#### **Strategic Objective – Sustainability**

- *Key Action – Identify sustainable funding.*

#### **Strategic Objective - Uniqueness**

- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

Primarily to generate income through securing philanthropic grants. Secondly to build awareness of deafblindness and the work of Senses Foundation

### **Activity**

A list of philanthropic organisations will be developed and maintained.

Funding proposals will be developed for financial support.

Proposals will be submitted and their progress monitored.

The activities will be undertaken in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.

## Bequests

### RELATIONSHIP TO THE STRATEGIC PLAN

#### **Strategic Objective – Sustainability**

- *Key Action – Identify sustainable funding.*

#### **Strategic Objective - Uniqueness**

- *Key Action – Present Senses Foundation's unique services and expertise locally, nationally and internationally.*

#### **Strategic Objective – Brand Awareness**

- *Key Action – Build an awareness of deafblindness.*
- *Key Action – Build an awareness of Senses Foundation and its work.*

### **Goal**

Primarily to generate income through bequests. Secondly to build awareness of deafblindness and the work of Senses Foundation.

### **Activity**

Creative strategies will be initiated to encourage bequests to Senses Foundation.

The Walter Padbury Circle will be maintained and enhanced.

The activities will be undertaken in a manner which exemplifies Senses Foundation's values and within all relevant policies and procedures.