

Strategic Plan



2017 to 2020

Our Purpose

People with disability have opportunities to live their best life

Established in 1962, Hartley Lifecare (Hartley) is a Canberra-based not-for-profit organisation providing supported accommodation for people with disability, their families and carers. Originally established to provide a learning facility and therapy support service for children and adults, Hartley has grown extensively to support clients in 32 homes across the ACT. During the last 6 decades families have continued to **rely on and trust Hartley** to deliver high quality, **person centred support**. This is reinforced by our family governance approach and a **strong connection** to the people who form part of our organisation - our clients, their families, our Board, staff, volunteers and the local community. As we move toward 2020, Hartley will continue to maintain and build upon these strong foundations, ensuring that **our clients and their families have opportunities to live their best life**.

Operating environment

Internal and external influences

In March 2017, the ACT Government completed its staged withdrawal from the provision of disability supported accommodation across the ACT. This process took 3 years and was a major change in the way services are now provided to people with disability. As part of this process, Hartley was chosen by individuals and their families to transition 9 houses from Disability ACT, increasing the number of houses we support to 32 as of June 2017. Coinciding with the transition of houses from Disability ACT was the roll out of the National Disability Insurance Scheme (NDIS), between July 2014 and June 2016.

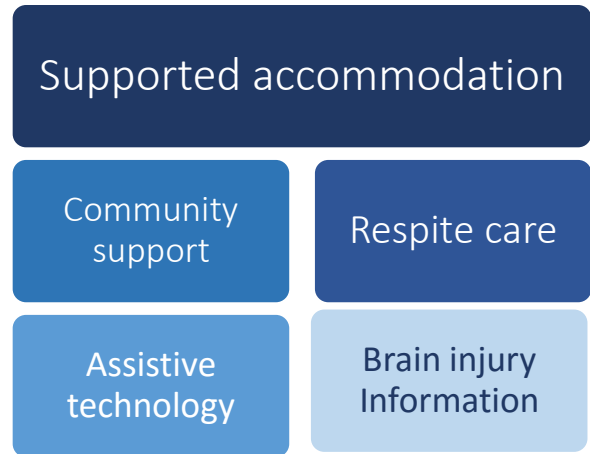
Whilst the transition from Disability ACT was successful, it contributed to Hartley growing rapidly in a short period of time. This, combined with ongoing challenges associated with the roll out of the NDIS and an increase in market competitors within the ACT and surrounds, has led Hartley Lifecare implementing a new strategy focusing on *careful and sustainable growth*, underpinned by a heightened focus on risk management. During this challenging period, Hartley has continued to grow and prosper by drawing on its **resilient and adaptable nature**, and by effectively planning, implementing, reporting and by adopting a culture of continuous quality improvement.

As a highly respected and trusted disability service provider, Hartley Lifecare has become an important leader in the disability services sector, actively influencing and contributing to positive change for people with disability.

Our Values



Our key business functions



Our Strategic Goals



Our clients receive appropriate support

Providing our clients and their families with high quality, safe, reliable and personalised support is Hartley Lifecare's main objective. Each of our clients, together with their families have entrusted Hartley to provide them with appropriate support. This includes assisting our clients to address the challenges faced by people with disability, both now and into the future, and providing them with the chance to participate meaningfully in everyday life. We deliver this through our unique person centered approach that has been central to the Hartley Lifecare philosophy for close to 60 years. This is reinforced by our commitment to the National Standards for Disability Services (NSDS), applying the family governance model around decision making, recruiting and retaining a dedicated and talented team of staff and volunteers, and accepting each individual as an important member of the Hartley Lifecare family. Alongside our core business of providing long term supported accommodation for people with disability, Hartley Lifecare will be responding to the community demand for respite services by increasing the number of respite beds available at Hartley owned facilities by 2020.

Our facilities are appropriate

At Hartley Lifecare, we embrace the principle that the houses we provide support are our clients' 'homes'. Accordingly, each home is therefore unique and personalised. We ensure that our homes are accessible, safe, comfortable and compliant with relevant housing standards and legislation. We achieve this through strong and consultative relationships with our clients, their families, tenant management services, landlords and continually look at ways to improve access and independence through the use of assistive technology, innovation, and contemporary design. This commitment will be realised through the redevelopment of Hartley Court over the next 3 years.

Goal 2

Financial viability

Our core funding is secure

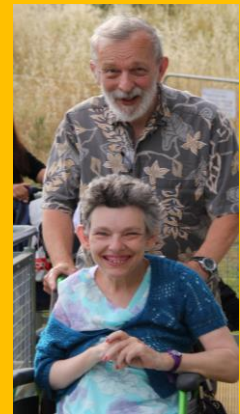
As a resilient leader in this sector, we will continue to work with the NDIS to overcome identified challenges and together with other service providers, ensure that our clients and other people with disability across Canberra and Australia as a whole, receive appropriate funding to facilitate choice and control. As over 85% of Hartley Lifecare's funding is obtained through the NDIS, our key focus is to maintain, build and strengthen our engagement with the National Disability Insurance Agency (NDIA) and relevant stakeholders.

We are financially stable

Hartley Lifecare prides itself on its ability to remain financially stable and resilient to environmental influences and challenges, including, but not limited to the transition to the NDIS, rapid growth and an ever-increasing competitive market. We achieve this through our excellent reputation, a strong governance framework and an adherence to best practice financial management. This includes effectively budgeting, analysing, reporting, applying a strong focus on cash flow management and working with the NDIS to improve processes.

Strategies are in place to diversify our income

For close to 60 years, Hartley Lifecare's successful funding diversification strategies have been integral to the provision of enriching opportunities and activities for our clients. Up to 7% of our funding is derived from fundraising activities, including the monthly Hartley Hall Markets and hosting 2 signature events - the annual Hartley cycle challenge and HART.R8 for Hartley. These activities will be supported by new fundraising initiatives and through an effective long term investment strategy.



Goal 3

Sustainable growth

We have reach and standing in the community

Hartley Lifecare has been an integral part of the Canberra community for close to 6 decades, providing much needed support to children and adults with disability and their families. Families have learned they can rely on and trust Hartley to deliver the support they need, especially during any challenges that may arise. Subsequently, Hartley has grown and emerged as a leader in the local disability services sector, attracting ongoing support from individuals, groups and local businesses. This support has contributed enormously to Hartley's success over the years and has enabled us to build on the work that we do and influence positive change for our clients and other people with disability.

Risk is managed effectively

At Hartley Lifecare we understand that the effective management of risk is essential in the pursuit of our goals and objectives, along with satisfying the needs of our stakeholders, especially our clients and their families. We achieve this through our Risk Management Framework, incorporating a Risk Management Policy, a Risk Assessment Plan and a Risk Register. These tools, along with our risk appetite are regularly monitored by the Board and senior management and risk awareness forms part of our everyday work and is incorporated into ongoing training for our staff.

Our planning is successful

Much of Hartley Lifecare's success can be attributed to effective planning, taking into consideration our strengths, weaknesses, opportunities and threats. Through an effective planning framework we allocate resources efficiently and respond appropriately to change and challenges as they arise. Our Board is responsible for strategy, whilst our CEO and Management Team develops a correlating Business Plan. Project and work planning aligns with our Business Plan. All planning processes link back to our strategic goals. We continually measure our planning success through regular evaluation and reporting.

Strategic Plan			Business Plan		
Purpose	Goals	Key Result Areas	Key Performance Indicators	Action Planning	Reporting

Goal 4

Business excellence

Our governance is exemplary

Key to Hartley Lifecare's success has been its ability to uphold exemplary governance and leadership, enabling the organisation's unique cultural and ethical tone to be set. Though a skilled and experienced voluntary board, a talented CEO, supported by an effective management team and staff, appropriate accountability, control and risk management systems are in place.

Our workforce is effective

Hartley Lifecare's workforce has grown rapidly over the past 3 years and now consists of over 280 employees and up to 100 volunteers, including a voluntary Board. Apart from our clients, our people are at the centre of everything we do. Through targeted workforce strategies, including a focus on attracting the 'right' people and a commitment to training and development, we have attracted and retained an outstanding team staff and volunteers, each of whom makes their own special contribution to the delivery of high quality and personalised support.

"The staff at Hartley Lifecare are wonderful - supporting our son, brother, brother-in-law and uncle to live the best life he can with as much independence as possible." **Cootes Family 2017**

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