



strategic plan

Strategic Priority 1

High quality, contemporary programs delivering the support, skills and experiences required by our clients and community.

Our Strategies	Our 2022 Aspirations
Multicap will continue to develop and enhance client engagement strategies based on contemporary practices to ensure our programs meet the existing and emerging needs of our clients	We will be a provider of choice for clients seeking a flexible provider to meet their needs. <ul style="list-style-type: none">• 95% of our clients express their satisfaction with how we engage with clients and their families• 90% of our clients express they are satisfied with the responsiveness of our programs in meeting their needs
Multicap will actively engage within the sector to ensure we understand the opportunities, challenges and threats presented by the NDIS in our region	Multicap will be a provider of choice within the region and key management staff will maintain active engagement with key stakeholders across the regions we serve <ul style="list-style-type: none">• We develop sector wide engagement strategies and events, and are acknowledged widely as a thought leader in the sector
Multicap will embrace the principles of Person Centred Planning and Active Support in the development, implementation and evaluation of our services	Person centred planning and supports are central to our service delivery <ul style="list-style-type: none">• 100% of our clients have a tailored support plan that meets their identified needs and goals, and implemented within 4 weeks of commencing services or receiving a new plan• 95% of our clients express their satisfaction with how Multicap plans their supports based on our person centred planning processes• Support is provided to every client and/or their family to access our Client Online services
Multicap's services will be effectively and efficiently managed and operate within established industry quality standards, principles and frameworks	Multicap will have comprehensive quality and compliance systems in place across all aspects of our operations Multicap will satisfy all requirements of its regulatory environment, as demonstrated via internal and external audits
Multicap will have detailed processes and systems in place to ensure its clients and their families are empowered to realise the opportunities available to them in the NDIS	Multicap will work with families and clients to promote new opportunities for clients to make full use of their NDIS plan to achieve current and future aspirations. <ul style="list-style-type: none">• 90% of our clients are satisfied with the information and advice we provide to them about getting the most out of their NDIS plan

Strategic Priority 2

High quality and well maintained assets and a safe built environment.

Our Strategies	Our 2022 Aspirations
<p>Multicap will continue the redevelopment of its accommodation services, providing contemporary buildings tailored for the needs of our clients, through new building projects, property purchases and upgrades, and partnerships.</p>	<p>Multicap will ensure all residents live in contemporary, fit for purpose residential housing that meets their needs through a mix of property ownership, and collaborative partnerships</p> <ul style="list-style-type: none">• 90% of our residents express high levels of satisfaction with our residential offerings• Asset management plans in place for 100% of owned properties
<p>Multicap will further develop and improve its Community Access sites to ensure they are fit for purpose for the support of clients in their daily lives and enabling enhanced learning opportunities.</p>	<p>Multicap will provide facilities (through its Community Hubs or partnerships) that enable clients to achieve their goals from clients centred planning</p> <ul style="list-style-type: none">• 90% of our client express satisfaction with our Community Access facilities• Asset management plans in place for all owned properties• 90% of our clients express satisfaction with facilities we access via leases and partnerships, allowing them to meet their goals
<p>Multicap will enhance its WHS management practices to achieve best practice within the sector.</p>	<p>Comprehensive WHS management processes are in place that meet WHS requirements</p> <ul style="list-style-type: none">• Lost time injuries will be 25% beneath sector averages

Strategic Priority 3

An engaged, capable, and supported staff.

Our Strategies	Our 2022 Aspirations
<p>Multicap will develop contemporary recruitment strategies that incorporate best practice in the sector, including Values Based recruiting.</p> <p>Multicap will tailor recruitment activities to meet the emerging needs of different clients accessing our services.</p>	<p>A comprehensive staff recruitment, onboarding, site and client induction program, and supportive program during the first year of their engagement with us.</p> <p>Best practice recruitment strategies exist including values based recruiting and tailored recruitment activating to meet the emerging needs of clients.</p> <ul style="list-style-type: none">• 95% of staff report satisfaction with our recruitment and onboarding programs• 95% of clients will express satisfaction with the staff that support them
<p>Multicap will invest in the development of best practice methods within the sector to provide development, mentoring and support to our employees, particularly our new workforce.</p>	<p>Staff appraisal system includes Competency Framework for all target client groups, as well as leadership roles, and actively rolled out</p> <ul style="list-style-type: none">• 95% of clients will express satisfaction with the staff that support them• 100% of staff will have personal development plans• 95% of staff express satisfaction that their personal development plans have increased their ability to undertake their role• Exits % (other than retirements) 25% lower than sector average
<p>Multicap will develop an Annual Staff Development plan that incorporates the right mix of technical and soft skills, and actively work with training partners to deliver a high performing workforce for current and future requirements.</p>	<p>Developmental programs are in place that build internal capacity to enable all positions up to Service Manager to be effectively filled with staff able to perform all required activities</p> <p>A staff competency framework is developed that articulates the skills and experiences required to work across all areas of our organisation, with a training and development framework (internal and external) in place to support required growth to meet the framework requirements</p> <p>Client and site inductions plans in place for all clients and sites.</p>
<p>We will regularly engage with our Workforce through formal and informal processes to drive improvements in our management and organisational practices.</p>	<p>Staff satisfaction levels will show year on year growth from 2017/18 data. (measures to be determined by board)</p>

Strategic Priority 4

Multicap adapts to remain a financially sustainable organisation within the new NDIS environment

Our Strategies	Our 2022 Aspirations
Multicap will invest in Information Technology solutions to efficiently manage our increasingly complex service delivery	<p>We will have a sophisticated ICT environment that allows reporting dashboards across all data needs across the organisation.</p> <ul style="list-style-type: none"> • Fit for purpose finance systems implemented • Fit for purpose payroll systems implemented • Comprehensive client management systems fully implemented
Multicap will review and revise as required our Models for Service Delivery across our activities to ensure they are sustainable within the NDIS pricing structures	<p>Operating and management models will be refined to ensure every business unit is sustainable within available NDIS pricing.</p> <p>Business improvement projects are undertaken each year (2019-21) with a focus on organisational transformation, with outcomes reported each year.</p>
Multicap will work with key stakeholders to ensure we develop sustainable transport services for our clients	Multicap will develop a transport strategy that provides a platform for achieving our broad mission for people with disabilities in an economically sustainable way
Multicap will actively market new services for the Panorama site that will utilise our investments effectively, including developing centres for horticulture, small engine services and catering as well as establishing short term accommodation offerings.	<p>The Panorama site will be transformed to provide new services that present new funding streams and opportunities for people with disabilities</p> <ul style="list-style-type: none"> • Future revenue streams will provide a return on investment for the site • Developments on site provide new opportunities for people with disabilities
Multicap will continue to develop our stakeholder engagement practices to ensure we are a well-connected and understood organisation in the markets we serve	<p>Multicap will be a provider of choice within the region and key management staff will maintain active engagement with key stakeholders across the regions we serve</p> <p>We develop sector wide engagement strategies and events, and are acknowledged widely as a thought leader in the sector</p>
Multicap will further invest in Digital Technology to support our marketing within a competitive NDIS marketplace	<p>Multicap will ensure its digital media channels are leading across the regions we serve</p> <ul style="list-style-type: none"> • 90% of stakeholders acknowledge our digital media channels are equal to or better than other providers in the markets we serve
Our business operations will be effectively managed through a dashboard of key metrics available to the board and management	Multicap's board and management will have access to key information sources on a monthly basis to ensure informed decision making to lead a sustainable organisation

Strategic Priority 5

High quality, contemporary programs delivering the support, skills and experiences required by our clients and community.

Our Strategies	Our 2022 Aspirations
Expanding our service offering into new markets	<p>Multicap will offer services into new markets developed through the development of markets via industry engagement, partnerships and strategic alliances</p> <ul style="list-style-type: none"> Multicap will develop models that provide services into an increased geographical footprint from its current offerings.
Exploring new service offerings	<p>Multicap will constantly review its service offerings and introduce new services to meet market demand.</p> <ul style="list-style-type: none"> Multicap will add additional registration groups to its offerings, from a base 2018 offering, through the development and approval of business cases for new services
Developing opportunities for strategic partnerships and alliances	<p>The Multicap board and management will develop opportunities to engage with providers to develop strategic partnerships to ensure Multicap becomes a leading provider in the sector in Tasmania</p>
Brand Development	<p>The Multicap brand will be more known across the regions we serve.</p> <ul style="list-style-type: none"> Our social media platforms are accessed by 20% more each year, across the period of this strategic plan Referrals to our services lead to new client demand increasing by, at a minimum, 10% year on year for the period ahead
Structuring the Organisation for future growth (legal)	<p>Multicap will have organisational governance processes that enable it to effectively undertake its core business and growth seamlessly</p>

scale

1	2	3	4	5
Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied



strategic plan

www.multicap.com.au

