



# STRATEGIC PLAN

## 2015-2018





## **Vision**

A bright future for all people living with autism

## **Mission**

To help people on the autism spectrum, their families and carers participate fully, independently and equally in all aspects of their everyday lives; by providing information and support, increasing community awareness, delivering autism training and advocating for systemic change.

## **Autism Tasmania**

Autism Tasmania is a community based, not for profit, incorporated association and registered charity.

We are committed to improving the lives of individuals with autism, their families, and carers; and to improve community awareness and understanding of ASD and related communication conditions.

We are guided by consultation with our members and the extended autism community in our advocacy for equity and fairness.

## **Governance**

Autism Tasmania is governed by a voluntary board of directors drawn from its membership, with geographic and skills based representation. It is responsible for the oversight of the strategic, financial and legal obligations of the entity; and benefits from the professional expertise and lived experience of its directors.

## **Key Objectives**

To provide quality information and support services to people on the autism spectrum, their families and carers.

To complement, enhance and facilitate professional autism training to individuals and service providers.

To advocate on behalf of the autism community to government and other service providers on issues of concern and assist in development of autism friendly service provision.

To raise community awareness and understanding of autism.

To operate a sustainable, accountable and transparent organisation.

To remain the peak autism body in Tasmania.



## **Guiding Principles**

We believe that all people are capable of contributing to and enriching society.

We value equality and recognise that some people need a greater share of resources in order to have equal opportunity.

We value individuality and acknowledge that all people should be treated with respect; and have the opportunity to be involved in decision making relating to the services they require.

We value evidence based practice and policy development.

We believe collaboration and partnering delivers more than we can achieve alone.

We believe skilled and valued employees are vital to quality service provision.

We value professional, accountable and transparent operations.

## Key Objective 1

## To provide quality information and support services to people on the autism spectrum, their families and carers.

Key Result Area	Strategic outcomes	Strategies	How we will measure achievements
<b>Provide information and support that is respectful ,relevant, sensitive and responsive to the needs of people on the autism spectrum their families and carers</b>	<ul style="list-style-type: none"> <li>Reach more individuals and families throughout Tasmania</li> </ul>	<ul style="list-style-type: none"> <li>Utilise a variety of communications mediums</li> <li>Improve access to information and support in rural and remote areas</li> <li>Engagement in promotional opportunities/forums to increase awareness of information and services available</li> </ul>	<ul style="list-style-type: none"> <li>Increased numbers of referrals and people accessing service</li> <li>Increased connections with people from rural and remote areas</li> <li>Expansion of membership base</li> <li>Increased number of community awareness raising activities</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure currency of knowledge of services</li> </ul>	<ul style="list-style-type: none"> <li>Development and maintenance of regional service directories</li> </ul>	<ul style="list-style-type: none"> <li>Less research required when servicing enquiries and more effective information delivery</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain professional boundaries and service standards</li> </ul>	<ul style="list-style-type: none"> <li>Consistency in approach to information delivery and referrals</li> <li>Support staff in development of knowledge to identify appropriate boundaries and individual self care strategies</li> </ul>	<ul style="list-style-type: none"> <li>Documentation of program delivery</li> <li>Feedback/ satisfaction ratings of appropriateness and timeliness of service delivery</li> <li>Staff feedback in individual review meetings and team meetings</li> </ul>
	<ul style="list-style-type: none"> <li>Continued development of staff knowledge of autism, support services available, evidence based interventions and current research</li> </ul>	<ul style="list-style-type: none"> <li>Development of staff training plans</li> <li>Taking opportunities for staff attendance at external training sessions / workshops</li> </ul>	<ul style="list-style-type: none"> <li>Staff training undertaken</li> <li>Workshop attendances</li> <li>Review of Training Register</li> </ul>

## Key Objective 2

## To complement, enhance and facilitate professional autism training to individuals and service providers.

Key Result Area	Strategic outcomes	Strategies	How we will measure achievements
<b>Provide a range of autism training opportunities to parents /carers and service providers to increase their ability to meet the needs of the people in their care</b>	<ul style="list-style-type: none"> <li>Develop and deliver quality training based on needs of both parents/carers and service providers</li> </ul>	<ul style="list-style-type: none"> <li>Seek feedback from Parents / Carers on topics they believe would be beneficial</li> <li>Liaise with Service Providers to identify gaps in the workforce training</li> <li>Target service providers to promote our capacity to deliver training to up skill their workforce</li> </ul>	<ul style="list-style-type: none"> <li>Increased attendance at Parent/Carer Workshops</li> <li>Increased attendance at Service Provider Workshops</li> <li>Delivery of tailored training to education (including childcare) and disability organisations</li> <li>High satisfaction ratings from participant training evaluation forms</li> </ul>
	<ul style="list-style-type: none"> <li>Collaborate/ partner with other training providers to facilitate autism training which is outside our scope and/or expertise</li> </ul>	<ul style="list-style-type: none"> <li>Investigate and select training partners aligned with area of expertise and identified training gaps</li> <li>Enter into arrangements that deliver either financial reward to our business and/or enable us to develop our internal training capacity</li> <li>Look to identify partners training resources that could be tailored for the Tasmanian market</li> </ul>	<ul style="list-style-type: none"> <li>Attendance of individuals at partnered training events</li> <li>Revenue delivered to the business</li> <li>Increased skill and competence of our trainers</li> <li>Expansion of our deliverable training topics</li> </ul>

<ul style="list-style-type: none"> <li>Promote and support well credentialed training provided by other organisations in Tasmania</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that bona fides of training providers and currency of material</li> <li>Template the training against the supporting evidence base</li> <li>Consider the value/ cost proposition of training</li> <li>Liaise with providers pre and post workshop to see if a partnering / collaboration would be mutually beneficial</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback from members / staff that attend</li> <li>Review material delivered at training</li> <li>Review promotional elements delivered at training</li> <li>Increased number of training collaborations</li> </ul>
<ul style="list-style-type: none"> <li>Develop our capacity and competence to deliver nationally recognised training</li> </ul>	<ul style="list-style-type: none"> <li>Identify skill set required by trainers to deliver training and current gaps</li> <li>Develop relationship with a suitable partner organisation</li> <li>Co-deliver training with Registered Training Organisation</li> </ul>	<ul style="list-style-type: none"> <li>Improved capacity knowledge and qualification of training staff</li> <li>Delivery of nationally recognised training in partnership with RTO in Tasmania</li> <li>Enrolments in partnered training</li> <li>Positive feedback from attendees</li> </ul>

### Key Objective 3

**To advocate on behalf of the autism community to government and other service providers on issues of concern and assist in development of autism friendly service provision.**

Key Result Area	Strategic outcomes	Strategies	How we will measure achievements
<b>Undertake systemic advocacy , representation and input to policy development</b>	<ul style="list-style-type: none"> <li>• Make representations to decision makers at all levels for increased resources , supports and adjustments for people living with autism</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake activities to gather relevant information from the autism community and provide opportunities for them to be consulted and participate in these activities</li> <li>• Proactively look to participate in forums , advisory/working groups and other activities looking to develop policies or responses that with effect the autism community</li> <li>• Develop the capacity within the organisation to make policy submissions to decision makers</li> </ul>	<ul style="list-style-type: none"> <li>• Greater participation in government and community sector consultations and planning activities including representation to the National Disability Insurance Agency</li> <li>• Increased number of initiatives/activities to identify issues of concern and what is valued and working well</li> <li>• Increased number of people participating in these initiatives / activities</li> <li>• Number of submissions made annually</li> </ul>
	<ul style="list-style-type: none"> <li>• Be recognised as the peak autism organisation to consult with in the development of autism friendly service delivery and to identify gaps in services</li> </ul>	<ul style="list-style-type: none"> <li>• Gather evidence both nationally and internationally to enhance our policy development</li> <li>• Support ongoing research into the lived experiences within Tasmania of the autism community</li> </ul>	<ul style="list-style-type: none"> <li>• See measures above</li> <li>• Consultations/ training delivered to disability service providers</li> </ul>



		<ul style="list-style-type: none"><li>• Partner/ collaborate with other organisations to support these activities within our own resource limitations</li></ul>	
	<ul style="list-style-type: none"><li>• Increased contribution to national representation via participation in the Australian Advisory Board on Autism Spectrum Disorders</li></ul>	<ul style="list-style-type: none"><li>• CEO representation on AAB-ASD Board</li><li>• Active involvement in information gathering and intelligence around the Tasmanian NDIS Trial Site</li></ul>	<ul style="list-style-type: none"><li>• Increased submissions at a national level particularly in response to the roll out of the National Disability Insurance Scheme</li></ul>



## Key Objective 4      To raise community awareness and understanding of autism.

Key Result Area	Strategic outcomes	Strategies	How we will measure achievements
<b>Better community awareness of autism spectrum disorders</b>	<ul style="list-style-type: none"> <li>Increased community knowledge, understanding and awareness of autism spectrum disorders</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance and continued development of website information</li> <li>Maintenance and development of hard copy resources</li> <li>Community engagement activities</li> <li>Program of Autism Awareness Activities</li> </ul>	<ul style="list-style-type: none"> <li>Less complaints from stakeholders of inappropriate engagement with our stakeholders</li> <li>Visitation to our website and request for resources</li> <li>Increased number of visits to mobile access points</li> <li>Increased financial support from businesses</li> <li>Number of presentations to community groups</li> </ul>
	<ul style="list-style-type: none"> <li>Increased options for people on the autism spectrum</li> </ul>	<ul style="list-style-type: none"> <li>Promote autism friendly services, events, workplaces and recreational activities</li> </ul>	<ul style="list-style-type: none"> <li>Consultations with services providers, employers and providers of recreational activities</li> </ul>



## Key Objective 5

## To operate a sustainable, accountable and transparent organisation.

Key Result Area	Strategic outcomes	Strategies	How we will measure achievements
<b>To operate a sustainable, accountable and transparent organisation</b>	<ul style="list-style-type: none"> <li>• Demonstrate consistent principles of good governance</li> <li>• Consult , represent and report to our members</li> </ul>	<ul style="list-style-type: none"> <li>• Operate effectively at Board level</li> <li>• Ongoing engagement with membership and autism community</li> </ul>	<ul style="list-style-type: none"> <li>• Membership satisfaction</li> <li>• Growth and diversity of membership</li> <li>• Strong information and intelligence of current and emerging issues</li> </ul>
	<ul style="list-style-type: none"> <li>• Recurrent funding meets the identified needs of our stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Make representation to Government at both Federal and State level to secure ongoing funding</li> <li>• Register as a provider with the National Disability Insurance Scheme in areas matched to the organisations capability</li> </ul>	<ul style="list-style-type: none"> <li>• Renewal or replacement funding agreements</li> <li>• Flow of fees for service for delivery of registered NDIS services</li> </ul>
	<ul style="list-style-type: none"> <li>• Seek viable one off funding to support identified special projects/programs</li> </ul>	<ul style="list-style-type: none"> <li>• Identify capacity building projects/programs and apply for funding from appropriate sources</li> </ul>	<ul style="list-style-type: none"> <li>• Successful application and completion of projects/ programs</li> </ul>
	<ul style="list-style-type: none"> <li>• Diversify funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• Fees for Service Training</li> <li>• Consultant service fees</li> <li>• Supporting external fundraising initiatives</li> <li>• Explore the Tasmanian Corporate/ Business Sector for Sponsorship Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue from diversified sources</li> <li>• Number of training sessions completed</li> <li>• Number of consultancies completed</li> <li>• Increased fundraising revenue</li> </ul>

<ul style="list-style-type: none"> <li>• Meet accountability requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Prudent use of resources</li> <li>• Meet all legislative and contractual reporting requirements</li> <li>• Produce audited financials and Annual Report to members</li> <li>• Communicate regularly with members</li> </ul>	<ul style="list-style-type: none"> <li>• Meet budget performance targets</li> <li>• Satisfy legislative requirement</li> <li>• Unqualified audit reports</li> <li>• Membership satisfaction</li> </ul>
<ul style="list-style-type: none"> <li>• Robust human resource management</li> </ul>	<ul style="list-style-type: none"> <li>• Employ and retain people with the right skills and support ongoing development</li> <li>• Provide a safe working environment</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy and productive employees</li> <li>• Low staff turnover</li> <li>• Staff training register</li> </ul>



## Key Objective 6      To remain the peak autism body in Tasmania.

Key Result Area	Strategic outcomes	Strategies	How we will measure achievements
<b>Autism Tasmania is relevant and consulted on autism issues at both the National and State level</b>	<ul style="list-style-type: none"> <li>• Governments at all levels seek input from the organisation</li> <li>• Disability organisations including the NDIA seek input from organisation</li> <li>• Inclusion on relevant forums, working groups and panels</li> <li>• Secure funding as a peak organisation</li> <li>• Lift profile of organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Submissions to government</li> <li>• Liaise with funders and take up opportunities to be involved in policy development initiatives</li> <li>• Monitor and register interest in attending relevant forums, working groups etc.</li> <li>• Lobby for peak funding when opportunity presents</li> <li>• Media releases on issues, developments and policy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased enquiry activity levels from all sources</li> <li>• Membership of relevant representative groups</li> <li>• Opportunities to submit to development of policy relevant to our membership and the broader autism community</li> <li>• Number of Media Releases issued</li> </ul>