

Strategic Plan 2020-21



Kudos Services is Australia's first public service mutual, owned and driven by you – the members.

As a community of the most highly skilled and experienced therapists and support staff, together we exist to support and celebrate every child, young person and adult with a disability, from early intervention to ongoing therapy.

Kudos Services' 2020 Vision has been built on four key strategic directions that will guide our broad strategy for the next two years. It forms the basis of setting our immediate priority actions and operational plans, in alignment with our vision, purpose and values.

Our employee mutual is now in its second year of operation, having moved through the transition and establishment phases. In 2020-21 we will be focussed on our strategic priorities to continue to consolidate our quality services, member culture and community of care, while working towards a progressive future.

This Strategic Plan provides the springboard for further development of Kudos Services' longer-term business growth and sustainability strategy, which will be undertaken over the next twelve months. That will be the plan that takes us to 2023 and beyond, and will involve members, the Members Advisory Council, the executive team and the Board Directors in its development.

Thank you to all Kudos Services members, the Interim Members Advisory Council, the Senior Management Team and the Foundation Board of Directors, who provided valuable input throughout 2019 towards the strategic planning process.

Our Values



Knowledge

We are a bold, highly skilled and experienced multidisciplinary team of therapists, sharing best practice techniques with our community of clients and their parents or carers to achieve results together.



Enterprising

We are bold, innovative and brave, driven to do things differently through our Australian-first mutual model of integrated service delivery.



Camaraderie

We are a group of brave, purposeful people with a shared passion for improving the lives of children, young people and adults.



Heart

We will inspire and care for each other, take pride in our achievements through mutual celebration and ensure everyone in our community – therapists, people with disability – are valued and appreciated.

Our Vision

"We are built on the belief that every child, young person and adult, and their families or carers, has the right to belong to a supportive community that understands them and is completely focused on their unique ability to achieve the best that is possible."

Our Purpose

We empower children, young people, adults and their families and carers to shape positive outcomes and live their best lives.

Strategic direction

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Mutual culture and governance We will build a strong foundation for our employee-led mutual to flourish.	Service excellence We will pursue excellence by placing clients, families, carers and communities at the centre of our work.	People and partnerships We will harness the power of people and partnerships to promote accountability and build strong, vibrant and effective services.	Financial sustainability We will be financially responsible and accountable.
Our goals			
To bring mutual co-ownership to life.	To be an innovative and high performing service delivering outstanding client experiences and outcomes.	To invest in people and partnerships and develop a shared leadership model.	To ensure financial sustainability and excellent value for money.
Our objectives			
1.1 Establish a governance framework in line with Cooperative and Mutual Enterprise (CME) governance principles, to reflect our role as a mutual and our aspirations for the future.	2.1 Engage clients as partners to co-design supports and services.	3.1 Develop people and teams in line with the purpose of the organisation.	4.1 Strengthen existing programs, services and products to create business sustainability and growth.
1.2 Define member purpose and grow member participation.	2.2 Strengthen the integrated therapy service delivery model and promote capacity building.	3.2 Create a culture of curiosity, exploration and continuous quality improvement.	4.2 Explore new business opportunities and revenue streams aligned to our vision and purpose.
1.3 Deliver a positive member experience and value.	2.3 Establish an effective clinical governance framework and practices and build clinical leadership.	3.3 Define and develop shared leadership to promote accountability at all levels of the organisation.	4.3 Improve organisational efficiency to improve productivity and performance.
1.4 Strengthen relationships with the CME community in line with the Cooperative Principles.	2.4 Ensure the latest evidence, evaluation and research is used in the planning, monitoring, delivery and development of services.	3.4 Promote achievements and innovations internally and externally, through strategic marketing and communication.	
	2.5 Promote access and inclusion for people with disability and respond to the diversity of clients when developing and delivering services.	3.5 Support community and capacity building through partnerships that align with our values and purpose.	

Strategic alignment

United Nations Convention on the Rights of Persons with Disabilities	National Disability Strategy 2010-2020 (and its replacement)	Disability Inclusion Act 2018 (SA)	Inclusive SA: State Disability Inclusion Plan 2019-2023
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Defining our success

As an organisation, we have already achieved so much to date. Now is the time to look forward and imagine what is possible over the next two years.

Together, we will define our success as an organisation between 2020-2021 by:

- Being recognised as an influential voice with, and on behalf of, the community we serve.
- Ensuring our services have a clear and demonstrable evidence base through evaluation of outcomes.
- Positioning ourselves as a key partner in the disability sector, to leverage the greatest impact for our community.
- Diversifying and growing our income streams for therapy and allied health services.
- Continuing to build a professional and highly skilled workforce and becoming an employer of choice.
- Being recognised for our unique success as a public service mutual.
- Ensuring our clients are connected to supports in their communities and that people with a disability, their families and communities are empowered to achieve exceptional – rather than expected – outcomes.

Measuring our success

By measuring our success and striving to deliver on these objectives over the next two years, together we can have a profound impact on the lives and achievements all people within our community of care.

To do this, we commit to:

- Embedding this strategy into our annual business plans, to monitor progress and evaluate what has been achieved against our key objectives.
- Undertaking ongoing consultation and engagement with our members to continually review objectives and outcome measures, and ensure they remain relevant to enable us to deliver the aims of the Strategic Plan.