

# strategic plan

at a glance



**Our vision** → To achieve a society that values the diversity of its people and actively provides support to ensure meaningful social and economic participation and to assist individuals and families reach their potential

**Our mission** → We support newcomers and other vulnerable Australians to prosper. We build our sector's capacity and create positive, social outcomes with government, corporations and communities.

## strategic priority

1

SSI will continue to build organisational capability to deliver for its clients, members and partners

SSI will build capability (people, process, technology) to meet today's and future requirements.

## strategic priority

2

SSI is a client-centred organisation

Clients and client-centred practices will be at the heart of our organisation. This will be evident through our values, behaviours and approach to service delivery.

## strategic priority

3

SSI identifies and develops opportunities for sustainable growth

SSI will be a sustainable organisation into the future by diversifying our sources of revenue, capitalising on commercial opportunities, and investing in areas and initiatives that position SSI for sustainable growth.

## strategic priority

4

SSI is a leading contributor to our sector and society

SSI provides thought leadership, advocacy and policy influence, which strengthen the sectors in which it operates.

**strategic  
priority****1****strategic  
priority****2****strategic  
priority****3****strategic  
priority****4****Strategic goals**

We enjoy a high performance culture, achieving great results for our participants and clients and for those who entrust us to undertake our work. Our workforce diversity reflects the communities we work with. Our values are aligned to SSI's purpose and mission.

Our services and referral pathways are responsive to client and participant strengths, priorities and needs. Our responsiveness and evidence-based approach will be gauged by regular client/participant feedback, more transparent referral processes, and community input into research and evaluation across key program areas. We utilise a trauma informed care framework, which philosophically and operationally aligns our culture and practices to our organisational values, to achieve service excellence.

SSI is a sustainable and scalable organisation, with diversified revenue sources. We are achieving levels of turnover to produce a net surplus for reinvestment, with less than 85 per cent reliance on government funding.

SSI maintains and builds effective stakeholder relationships, which enhance the organisation's reputation, strategic priorities and client services.

**Key focus areas**

SSI will develop and implement:

- A contemporary governance framework and corporate services that are client focused, professional and cost effective.
- A financial governance framework including investment and disinvestment strategies.
- Improvement in our engagement with stakeholders through better planning and coordination of our approach.
- Investment in and development of our people.
- Continuous improvement of our strategic capability to develop innovative solutions to support our clients.
- Cooperative programs with members and other strategic partners, focusing on shared information and mutual benefit.
- Enhanced systems to become a technologically advanced and capable organisation.
- Marketing and communications strategies.

- Enhance our client-centred services model with a strong focus on voice of the client, in particular children and youth.
- Develop whole-of-organisation service standards and casework competencies.
- Embed social, client-centred outcomes assessment, measurement and evaluation systems.
- Development of client journey mapping to illustrate the client's relationship with SSI over time.
- Develop and embed rigorous research, evaluation and review functions and data capabilities.
- Further develop SSI as a leader in culturally responsive service delivery.

- Further develop relationships with external stakeholders and partners.
- Develop an investment and innovation strategy to support more independent income streams and asset base.
- Develop internal resource function to assess and develop products and services to meet external customer needs.
- Evidence-based value creation.
- Further develop commercial acumen capability.

- Develop and implement a framework which includes:
  - Identifying the areas for SSI to target.
  - Agreeing key messages.
  - Conducting research.
  - Actively contributing to debate through research papers and other articles.
- Develop local and national strategic alliances.
- Build on SSI's international achievements in advocacy and influence.
- Become the voice on diversity, advocating and influencing social policy.
- Enhance and promote SSI as the optimum collaborative partner.