

Autism Spectrum Australia (Aspect) commits to a rolling three yearly Strategic Plan to set directions and goals and to identify actions to continuously develop, grow and improve. Accordingly, Aspect develops, implements, measures and reviews its rolling plan.

The plan as a whole is reviewed every year and stepped out one more year allowing flexibility to respond to any future changes in the sector. The revised plan is approved by the Aspect Board annually.

Aspect's strategic plan is built on a system which ensures that:

- strategies produce competitive advantage;
- strategies are linked to quantifiable objectives; and
- strategies are implemented.

Aspect's strategy development and financial projections in the plan take place within a scope defined by the following guidelines:

- plan 3 years ahead;
- have a business plan for the immediate year ahead;
- have measureable Key Performance Indicators (KPIs) that are reported against at each Board meeting; and
- be financially sustainable.

Integral to Aspect's success and the development of winning strategies is its focus on its key stakeholders. These are organisations and individuals with whom Aspect interacts and on whom it depends for success, as they are our most important customers in this new market driven economy. Therefore, Aspect actively engages with its Key Stakeholders to build and maintain strong ongoing relationships.

These relationships allow Aspect to identify those strategic factors and actions that will ensure Aspect meets the expectations of each of its key stakeholders. By succeeding in these tasks, Aspect gains competitive advantage and succeeds as an organisation. As well, Aspect has its own objectives and associated actions for each key stakeholder which in turn identifies what Aspect wants from them.

The Aspect Strategic Plan sets out:

- strategic factors which identify what key stakeholders want from Aspect. These strategic factors must be met if Aspect is to achieve its objectives with its key stakeholders;
- Aspect's objectives which identify what Aspect wants from its key stakeholders for the forthcoming three year period;
- actions for each strategic factor and objective and these must be measurable or deliverable with a completion date;
- identifies the key performance indicators which are set by the Board to show whether or not the plan has been achieved.

Each year the Strategic Plan is reviewed and the next one developed, firstly by agreement on Aspect's corporate strategy, which comprises a small number of Core Strategies for the ensuing three years. Once approved they form the basis for the detailed Strategic Plan which is then put to the Board for approval.

The Business Plan for the coming year is developed from the approved Strategic Plan, It includes the initiatives for the coming year taken from the Strategic Plan along the essential ongoing work of each corporate group, and forms the foundation for determining the budget for the coming year. It follows the same format as the strategic plan in that all the actions are reported against either a strategic factor or objective for a key stakeholder, and is approved by the Board.

The business is measured by the Board throughout the year by regular reports on the degree to which actions from the Business Plan have been completed. Throughout the year progress against the Strategic Plan and its KPIs is monitored and reported to the Board as well.

Aspect communicates its Core Strategies through information available on the Aspect website and social media, including Aspect's Vision, Mission and Values. The outcomes of each strategic plan are communicated annually through the Annual Report along with the results of the most important KPIs.

### **External Framework**

The Strategic Planning Framework policy demonstrates Aspect's commitment to sound governance and management in all areas of service planning, development and provision. In adherence with relevant legislative and regulatory frameworks, business ethics and the National Standards for Disability Services Standard 6: Service Management, Aspect's responsibilities include employing a range of effective and efficient systems and processes to support quality service provision; the active involvement of people all stakeholders in service and support planning, delivery and review; the support for organisational learning and skills development; ensuring service delivery that is reflective in practice and based on contemporary evidence; and delivering services in a safe environment by appropriately qualified and supervised personnel, to ensure the best possible outcomes for individuals in alignment with the organisation's Constitution.

## Critical Definitions

*Key stakeholders* - organisations and people with whom an organisation interacts and on whom it is dependent for success

## Legislation References

Disability Act 2006 (VIC)  
Disability Services Act 1991 (ACT)  
Disability Services Act 1993 (NSW)  
Disability Services Act 1993 (SA)  
Disability Standards for Education 2005  
National Standards for Disability Services 2013  
Privacy Act 1988