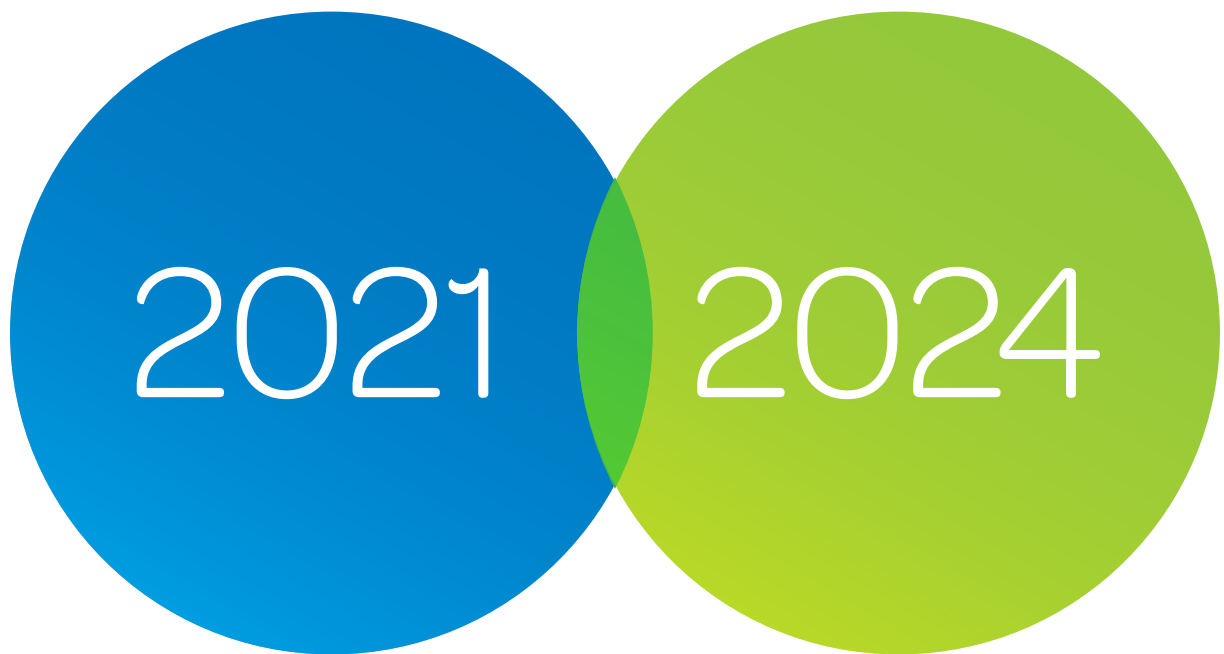# Outlook
Strategic
Plan

2021 2024

CELEBRATING
50 YEARS

Outlook
an inclusive society for all

A message from the President and CEO

Strategic planning is an important function of all organisations, to provide clarity to the Board, staff and customers about the future direction of the organisation.

Our Strategic Plan provides a clear direction for Outlook, with the flexibility needed to adapt and meet the challenges that may arise.

Over the next three years our focus is on consolidating our services and leveraging our strengths to provide greater opportunities for people with disability to live, work and play within our communities.

Fran Boyd
President

Sam Sondhi
CEO

Where purpose and impact meet – Outlook's future

As an organisation of people, Outlook seeks to offer our people the opportunity to work with an organisation that looks beyond disability to recognise ability, and which seeks, through its words and its actions, to shape a genuinely inclusive society.

Achieving positive social impact

Through our social enterprise, Outlook offers customers, clients and partners the rare opportunity to achieve positive social impact through their purchasing policies. The favourable settings, particularly through the Victorian Government's Social Procurement Framework, provide Outlook's social enterprise the opportunity to grow and diversify.

Demonstrating inclusion and sustainability

Outlook offers customers the opportunity to choose social impact when making purchases, and our partners an opportunity to collaborate with an organisation that tangibly demonstrates inclusion and sustainability. We will bring our innovative and collaborative strengths to this work and become a leader in social enterprise, social procurement and social impact.

Growing our services to the community

The demand for disability services through Melbourne's south-east will present significant opportunity for Outlook to grow our services to the community. The organisation will distinguish itself from other providers through our focus on employment pathways and other services for people with a disability.

Collaborative innovation and can-do attitude

Outlook is recognised for our collaborative innovation and can-do attitude and we will continue to make the most of our capabilities, developing scalable and leading models that set high standards in inclusionary employment of people with a disability.

The Strategy Hierarchy

Our strategy is underpinned by a number of purpose statements as to why Outlook exists. This informs our vision, objectives, outcomes and priorities.

Our
Purpose

Our
Vision

Our
Objectives

Our
*Outcomes
and Priorities*

Why Outlook exists and how we help make it happen

The future we want

What we want to achieve

The things we will focus on

Our Purpose is...

Creating and facilitating **sustainable opportunities** for people with disability to **live, work and play** within our communities.

'Our vision articulates the aspiration and role for Outlook in our communities. This is underpinned by our purpose, which is why Outlook exists, and our values.'

To do this we...

Encourage participation
All people have the right to participate in all parts of society and should be provided with that opportunity.

Develop strong communities
Communities are stronger when they are inclusive and connected.

Give voice to others
People with disability and their families/carers want an ally in facilitating a more inclusive community.

Create opportunities
Providing employment opportunities through social enterprise increases inclusion in a sustainable way.

Our Vision is...

An inclusive society **for all**.

Our Values are...

People focused
We put people at the centre of everything we do.

Integrity
We are accountable for all we do and how we behave.

Diversity and inclusion
We lead the promotion of difference, inclusion, choice and opportunity.

Continuous improvement
We create, learn and improve.

Our objectives –
what we want to achieve

Purpose-driven growth underpins our objectives over the next three years. This will express itself through extending our reach and impact, strengthening our leadership and influence and continuing to build a workplace that values, supports and recognises our people.

01

Growth for purpose

Harness our strengths to **grow for purpose**, unlocking greater and more **connected opportunities** for our communities and partners.

02

Support and empower our people

We are an organisation of people and our achievements will be delivered by **supporting, empowering and recognising** their efforts.

03

Extend our reach and impact

Extend our **reach and impact** by creating and providing quality services and opportunities which **respond to the needs** of our communities and partners.

04

Strengthen our leadership and influence

Strengthen our leadership and influence by **actively sharing our knowledge and experience**, building our reputation, pursuing valued partnerships and becoming an **exemplar** for inclusion.

'The organisation will distinguish itself from other providers through its focus on employment pathways and other services.'

Objective 01

Growth
for purpose

Harness our strengths to grow for purpose, unlocking greater and more connected opportunities for our communities and partners.

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To achieve this we will...

- Develop a 3-year growth strategy that identifies both organic and M&A-driven expansion opportunities for all divisions

- Embed Strategic Plan growth targets in our annual financial budget and organisational and divisional business plan

- Further invest in our internal capability to drive and deliver organisational growth

- Continue to invest in our accreditation and compliance frameworks as well as the systems, processes and capabilities that underpin them

- Invest in and further develop The Good Incubator program and employment pathways for people exiting the justice system

- Foster research partnerships and collaborations that advance our purpose and build new knowledge and evidence for the sector.

Objective 02

Support and
empower our people

We are an organisation of people and our achievements will be delivered by supporting, empowering and recognising their efforts.

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To achieve this we will...

- Undertake bi-annual Board self-assessments and staff culture and satisfaction surveys

- Survey our workforce to better understand our level of diversity and inclusion to inform key targets

- Create consistent and effective performance appraisal and professional development processes

- Develop a staff and volunteer rewards and recognition program

- Create an inclusion champions and values training program.

Objective 03

Extend our reach and impact

Create and provide quality services and opportunities which respond to the needs of our communities and partners.

To achieve this we will...

- Create and facilitate a customer advisory group to inform service gaps and opportunities

- Commission a customer journey experience map to improve our attraction and retention of customers

- Develop a 3-year growth strategy that identifies both organic and M&A-driven expansion opportunities for all divisions – refer also to Objective 1

- Partner with other organisations to identify and address service opportunities through collaboration

- Implement an organisational CRM and facilitates sharing of information and opportunities across divisions ongoing

- Develop and deliver an end-to-end employment service across our current Community Services operating sites.

Objective 04

Strengthen our leadership and influence

Actively share our knowledge and experience, build our reputation, pursue valued partnerships and become an exemplar for inclusion.

To achieve this we will...

- Update and deliver a rolling 12-month marketing and communications strategy with clear KPIs

- Create a customer advisory group (refer to Objective 3, Outcome 3.1)

- Further increase Outlook Executive Leadership Team presence and participation in public forums, conferences and speaking engagements

- Build on our existing social outcomes framework and development outcomes measures for all division

- Produce an annual social outcomes report for dissemination.