



## Major Targets

- Establish the new **Contact Centre** (Phoenix Connect) by February 2011.
- Establish a **suite of KPI's** for use by Board and Management by June 2011.
- Establish the **e-training** unit by June 2011.
- Develop a Management **Succession Plan** by June 2011.
- Modernise our **print media** and **website** by December 2011.
- Establish **social media** sites by December 2011.
- Increase student participation rates in **School to Work** Transition Programme to 300 pa by 2012.
- Transfer the ownership of the **Elizabeth** Facility to Phoenix from LMC by June 2013.
- Redevelop the **Torrensville** Facility by December 2013.
- Expand services into 2 additional **regional areas** by 2014.
- Increase annual **commercial sales** revenue to \$10m by 2014.
- Increase **Fundraising** net revenue by \$150k pa by December 2014.
- Increase **Phoenix Connect** net **revenue** by \$300k pa by December 2014.
- Increase **Phoenix Connect** to **65 seats** by December 2015.
- Increase **employee numbers** by **116** by December 2015.



## Phoenix Society Strategic Plan 2011 – 2014



### Our Foundation

**Phoenix exists** ... to employ, train and develop people with disabilities to attain an improved quality of life.

### Our Purpose

**Phoenix will be ...**  
An innovative and dynamic employer of people with disabilities, that operates successful commercial businesses and provides outstanding opportunities for the development of its greatest asset  
**... its people**

### Our Values

#### Phoenix will ...

- Respect the needs and aspirations of each other.
- Be caring, honest and truthful with each other, our customers and the public.
- Be tolerant and understanding, always acting with dignity and treating others equally.
- Maintain the privacy of all associated with Phoenix.
- Foster growth and prosperity of Phoenix through teamwork.
- Promote excellence in customer service.
- Resolve issues quickly, equitably and professionally.
- Be proud of, and help the public understand, what we do.
- Be respectful of the environment and be aware of our impact on the earth's natural resources.

## Board Objectives

The objective of the Board is to enhance the effectiveness of the Society by delivering the services it provides. To do this, it will follow objectives which include, but are not limited to, those listed below.

### To protect and advance the future viability of the commercial operations of the Society, the Phoenix Board will ...

- Continue to invest in new and exciting businesses.
- Establish diverse businesses that provide challenging and worthwhile employment outcomes.
- Strengthen the asset base of the Society.

### To ensure that the Board and Management skill base is maintained and advanced, the Phoenix Board will ...

- Develop and formalise a Management succession plan.
- Continually measure the Board membership for balance of skills and commitment.
- Create a reserve of potential future board members.
- Invest in skills development as required for board and management.

### To create greater self sufficiency for the Society the Phoenix Board will ...

- Allocate specific resources to advance the fundraising programmes of the Society to include (but not be limited to) Bequests, Donations, Grants, and Corporate giving.
- Allocate specific resources to marketing and business development that leads to an increase in public awareness of Phoenix and its purpose.

### To increase job opportunities for People with a Disability the Phoenix Board will ...

- Allocate additional financial resources to further develop the School to Work Transition Programme.
- Expand the School to Work Programme to provide additional secondary school children with a disability with the chance to experience work and make a choice about their employment futures.
- In addition to the total funded places (currently 434), target to increase the number of unfunded jobs for people with a disability employed by Phoenix to 116 by December 2015.

## Corporate Strategies

### Operating Facilities

**We will ...** review and upgrade as appropriate the operational effectiveness of all of our facilities of the Society to ensure that our buildings provide usefulness and efficiency in the fostering of daily operations and longer term growth.

### Key Performance Indicators

**We will ...** develop a suite of suitable KPI's at various levels within the organisation, including Board, Management and Operations that will allow us to effectively measure our performance against expectations and make sound business decisions on the basis of the outcomes of the measurements.

### Business Development and Expansion

**We will ...** continue to resource and develop new business opportunities that compliment our business objective of growth and income generation and further expand into other services and regions to create additional employment opportunities for people with a disability.

### Technology

**We will ...** continue to embrace the introduction of technology into all areas of our business that will lead to efficiency improvement for competitive advantage and employee development.

### Operating Systems

**We will ...** continually develop, upgrade and improve all of our systems and procedures and ensure that they are interfaced with each other as appropriate to maximise operating efficiencies.

### Financial

**We will ...** apply due diligence in managing the financial affairs of the Society that ensures that we continue to strengthen our financial position while balancing our purpose of providing employment for people with a disability.

### Organisational structure

**We will ...** review the Organisational Structure of all operations of the Society that ensures that we create operational efficiencies, engage and develop professional management, identify succession planning, and minimise risk and exposure in the advent of key staff losses.

### Corporate Governance

**We will ...** develop a formal plan of Corporate Governance for all levels of the organisation including Board, Management and Operations that outlines the roles and responsibilities of all officer positions and demonstrates our professionalism while minimising our risk of loss.

### Fundraising Development

**We will ...** enhance the Fundraising of the Society by the development of alternative income streams.

### Public Relations, Image, Branding and Communication

**We will ...** continue to improve the Phoenix brand and our professional image by communicating who we are and what we do to our many stakeholders including the business and general community at large with the aim of enlisting support to grow our business.

### Social inclusion and Employee Development

**We will ...** enhance our training, employment and development programmes for our key stakeholders at all times continuing to reinforce the objects of the Society "to assist people with varying degrees of ability to attain an improved quality of life through vocational training and employment".

### Key Partnerships

**We will ...** continue to foster close working relationships with Key Partners in the field of Disability to ensure that we at all times are informed of changes and trends that may impact the employment outcomes for our employees.

*... review and upgrade as appropriate the operational effectiveness of all of our facilities*

*... expand into other services and regions*

*... develop a formal plan of Corporate Governance for all levels of the organisation including Board, Management and Operations*

*... improve the Phoenix brand and our professional image*

*... foster close working relationships with Key Partners in the field of Disability*