



**STRATEGIC PLAN
2019-2024**



Acknowledgement of Country

genU proudly acknowledges the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community.

We acknowledge Aboriginal and Torres Strait Islander Australians as the first peoples of this nation and we pay our respects to Elders past, present and emerging.

GENU STRATEGIC PLAN 2019-2024.

From humble beginnings, the genU story commenced over 65 years ago. Many chapters have been written and this strategic plan is the next chapter in the genU journey. Although the organisation has evolved over this period, one constant has never changed — ‘empowering people to reach their full potential!’

The development of the 2019-2024 Strategic Plan has been informed by key stakeholders and market analysis, and will guide the future direction of genU.

‘Success is a journey, not the destination’ and as genU continues to evolve and mature, we must remain agile to adapt to the continually changing and competitive markets that we operate within.

This Strategic Plan builds on our rich history and past achievements which have established genU as a preeminent provider of disability, aged, employment, recruitment and training services across Australia. Underpinned by four strategic pillars, this plan will provide a framework to guide our decision making as we embark on an exciting future. It will inform our strategic priorities, key objectives, initiatives and business divisional operating plans. This is an ambitious plan, but one that is extremely important in positioning genU for its long-term success.

Our dedicated staff have played a pivotal role in the success of genU, and we acknowledge the important role that they play in fulfilling this Strategic Plan. Our values-led culture underpins everything that we do, both internally and externally.

We look forward to partnering with our various stakeholders, as we embark on the next exciting chapter of the genU story, empowering the clients that we serve, building on our successes and expanding our influence in building inclusive communities.



Stephen Roberts
Board Chair



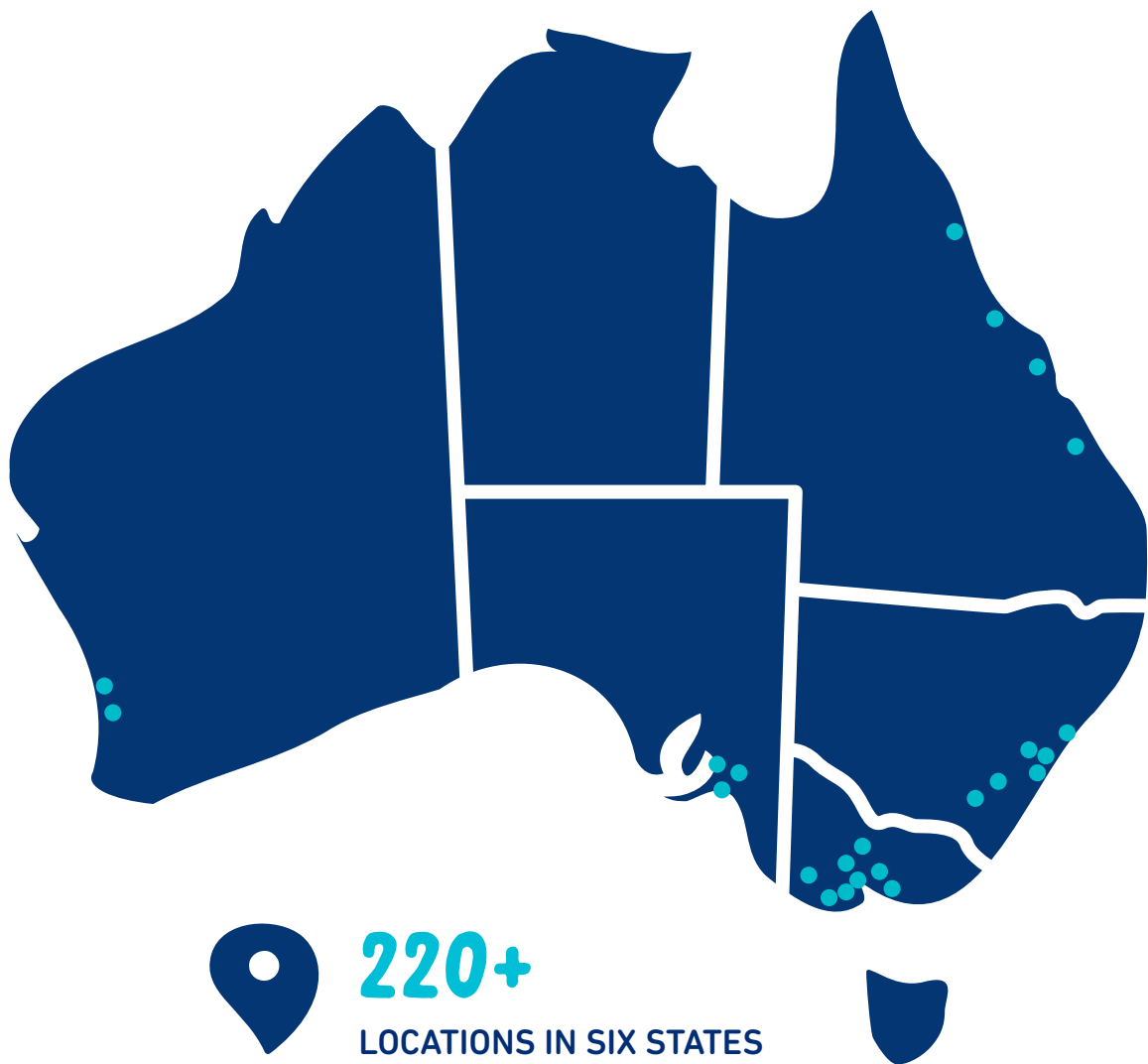
Mike McKinstry
Chief Executive Officer

OUR VISION.

To build inclusive communities.

OUR MISSION.

To create and deliver innovative services and supports that empower people to reach their full potential.



OUR REFRESHED VALUES



WELCOMING

We are friendly and inclusive.



INNOVATIVE

We are courageous,
inspired and creative.



SAFE

We care for our people,
our clients, our communities
and the environment.



EMPOWERED

We are capable, confident
and supported.



RESPECTFUL

We are caring, honest
and professional.

WHO WE ARE.

We are genU. For more than 65 years, we have been providing support and services to people with a disability, the unemployed, people experiencing disadvantage, students and older Australians.

With over 3,000 staff and volunteers across 220+ locations, we form a unique community, with one common cause to empower the clients that we serve to reach their full potential.

So whatever generation you belong to, whether you're young, old, or somewhere in between, what unites us is the belief that neither disability, ageing or unemployment are disadvantages to be endured but challenges to be met boldly, achievements to be had and adventures in the making.

As a 'profit for purpose' organisation, genU is committed to ensuring financial sustainability and reinvesting its surpluses into services and accommodation for our clients.

 **3,700**
SUPPORTED
CLIENTS

 **25,000+**
JOB SEEKERS PLACED
INTO EMPLOYMENT *
* in the last 12 months to Nov 2019

 **2,800**
EMPLOYEES

 **320+**
VOLUNTEERS

 **800**
AGED CARE &
RETIREMENT
RESIDENTS

 **90,000**
HOURS OF DISABILITY
SERVICE*
*per month

 **\$60m**
REINVESTED INTO
COMMUNITY *
* in the last five years

 **11,000**
genU TRAINING
ENROLMENTS *
* 2018/2019

OUR STRATEGIC PILLARS.



CLIENT FOCUSED



PASSIONATE AND
CAPABLE PEOPLE



INNOVATION



SUSTAINABLE GROWTH

CLIENT FOCUSED.

We will work with and advocate for clients to achieve their desired outcome.

'Could a greater miracle take place than for us to look through each other's eyes for an instant?' - Henry David Thoreau.

genU will go beyond providing just good 'customer service', but rather an exceptional client experience that is underpinned by client feedback. genU will continue to shift from a service model to a client experience model, whereby clients become advocates and promoters of genU.

Many of genU's services are based on very personal interactions and the connection between our staff and clients should not be underestimated. genU will ensure that we continue to be recognised as a trusted partner to the clients we serve.

genU will continue to reinvent itself to develop a culture that focuses on measuring the client experience and outcomes, rather than just measuring process and numbers.

In increasingly competitive and changing markets, genU will continue to promote its value proposition to differentiate itself. We will continue to advocate for our clients as we increase our influence in 'building inclusive communities'.

STRATEGIC PRIORITIES

Key Objectives

Recognised as a trusted partner in the design and delivery of quality services.

- Client feedback informs current and new services.
- Recognition by clients and stakeholders as a leader in our sectors.
- Improved client safety.

Client outcomes are evaluated through appropriate measures.

- Client outcomes are measured.
- Evidence-based tools are used to evaluate outcomes.

Clients become promoters of genU.

- Exceptional client experience.
- Clients promote the organisation.

Actively advocate for clients.

- Empower and represent our clients in our community.
- Client feedback is used for the development and input to government policy.



PASSIONATE & CAPABLE PEOPLE.

Our people will continue to be highly engaged, capable, safe and productive.

genU's staff are its greatest asset! They are the face of the organisation, the front line, and they drive our Mission. They inspire, support, encourage and empower, and they are advocates for genU's Vision to build inclusive communities.

Equipping our staff with the right tools to be productive will be important to support staff engagement. This is critical in genU being able to support an exceptional client experience.

genU's values will underpin our culture, to ensure that we can attract, motivate and retain highly engaged staff. This will be vital in ensuring that genU can meet our future demands and growth, in the face of increased competition and projected staff shortages.

genU's focus on client and staff safety will continue, ensuring that we are 'All Safe, All the Time'.

STRATEGIC PRIORITIES

Key Objectives

Build a culture that attracts, motivates and retains highly engaged workers.

- Ensure our culture is the reason people choose genU.
- Recruit and retain the right people to meet current and future demand.
- Increase diversity across genU.

Our people are appropriately skilled and have the right tools and systems to work productively both now and into the future.

- Ensure all staff have the right tools and systems.
- Deliver organisational wide leadership development program.
- Staff experienced in 'continuous improvement' to improve productivity and services.

Our people are 'All Safe, All the Time'.

- Build a culture that promotes safety and a positive environment.
- Improved staff safety.



INNOVATION.

We will be known for our innovation in the delivery of programs and services.

Innovative thinking aligns to our Mission 'to create and deliver innovative services and supports'. We will promote an environment that questions the status quo, thinks beyond the norm and pushes boundaries.

Innovation comes in many forms, but for genU it will be underpinned by continuous improvement.

Change is the only constant, 'disruptive innovation' is the buzz word, and as an organisation we will remain agile to embrace change.

genU will invest in innovation and build on our external strategic relationships to further support our Mission.

STRATEGIC PRIORITIES

Key Objectives

Promote a culture of innovative thinking to improve client services.

- Continuous improvement is demonstrated in the co-design of services.
- Develop leadership that promotes innovation.
- Development of cross-divisional innovation hubs.

Ensure innovation drives internal efficiencies.

- Achieve improvements in productivity and efficiency.

Build external strategic partnerships.

- Arrangements with research and innovation organisations.

Increase investment in innovation.

- Increase investment in innovation from both internal and external funding.



SUSTAINABLE GROWTH.

We will have a balanced portfolio of activities that ensures financial sustainability to support the growth of our mission.

The tension between Mission and finance will always remain, but without genU remaining financially sustainable, we will be unable to fulfil this Mission.

genU will continue to develop our balanced portfolio strategy, underpinned by increased scale, diversification and back-office efficiencies.

An increased focus on accessing diverse funding streams, including innovative financing and investment arrangements, will also support genU's continued development of supported accommodation and investment back into our communities.

genU will promote both internally and externally the importance of the 'profit for purpose' strategy, whereby stakeholders engage with the importance of long term financial sustainability.

STRATEGIC PRIORITIES	Key Objectives
Ensure a balanced portfolio of activities that support financial sustainability and continued investment.	<ul style="list-style-type: none"> • Sustainable operating surpluses that meet the balanced portfolio objectives. • Reduce the reliance on cross-subsidisation. • Continued capital investment to support genU's Mission.
Measured growth that increases the impact of our Mission and underpins financial sustainability.	<ul style="list-style-type: none"> • Use current scale and expertise to expand existing and new services.
Access diverse funding streams to reduce reliance on government funding to maintain Mission-based investment.	<ul style="list-style-type: none"> • Increased funding through diverse funding streams, including social, philanthropic and grants. • Development of innovative financing and investment arrangements to support capital expenditure. • Development of genU Foundation to access diverse funding streams.
Greater financial awareness internally and externally, promoting 'profit for purpose' strategy.	<ul style="list-style-type: none"> • Greater stakeholder and staff engagement as to importance of long term financial sustainability to support Mission.





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