



# Cahoots Strategic Plan & Vision

JULY 2017 – JULY 2021

**Connect.  
Learn.  
Celebrate.**

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# 1 Executive Summary

Cahoots (formerly Kids' Camps Incorporated) has a strong history of providing quality services for children and young people with disability in Western Australia (WA). In 1982 Kids' Camps Incorporated was registered as an incorporated association and given PBI charity status in WA. The WA government has now supported Kids' Camps in its delivery of benevolent, mission-driven services for over 30 years, and continues to today.

Before we decided on the best way forward, we knew it was important that we understood and acknowledged where Kids' Camps started. In the early 80's a group of parents caring for children with intellectual disability came together as a committee. This committee recognised the need for children with intellectual disability to have fun and socialise, and for families caring for these young people to receive support and have respite, this became a shared vision. They also recognised the need for affordable services and engaged committed community members to run these camps as volunteers, making Kids' Camps more accessible for families. These founders are real life heroes, individually they faced significant challenges, and together they overcame them through planting the seed of an idea that has grown into Kids' Camps Inc.

Over the past 30 years' services have grown into a diverse range of camps for children and also young people, aged over 18 years, living with disability, including physical disability, throughout all regions of Western Australia. Kids' Camps are now a leading provider of these services for people living with disability in WA. Kids' Camps now provides places on camps and programs for over 300 members every year, which is increasing due to community demand. In 2016-17 we offered over 3000 camping nights, 9000 meals for participants and volunteers and travelled over 3,000 kilometres across WA.

The name Kids' Camps has served the organisation well, as our services have grown and diversified the Board, staff and members agreed it no longer reflects the breadth of services we offer. The rebranding journey commenced with a commitment in 2015 and became one that involved from the entire Kids' Camps team. Together the team successfully created a new name and branding for Kids' Camps – one that will enable continued growth and diversification to meet the changing needs of people living with disability, and best achieve the strategic priorities outlined in this plan, whilst remaining connected to Kids' Camps core purpose.

As of the 16 February 2017, Kids' Camps rebranded and became known as 'Cahoots'.

Cahoots was chosen because it instantly communicates a sense of fun and excitement, which revolves around friendship, collaboration, support and partnership. The name Cahoots has been well received by our families, volunteers and community supporters as a name that communicates our values of friendships, fun, collaboration, celebration, support and fulfilment.

Through collaborating with likeminded organisations and considered financial investment into new opportunities we aim to increase Cahoots' community profile. This increased community presence will enable Cahoots to grow as a relevant and person centred organisation and continue supporting participants and their families.

We are continuing to increase opportunities for the families we serve, in line with our mission and strategic priorities outlined in this plan. We look forward to working with you towards achievement of our strategic priorities and vision as Cahoots.

## 1.1 Aim

The key objectives of building this strategic plan for Cahoots are:

- Set a direction for Cahoots which ensures the long term sustainability and growth of the organisation
- Set clear goals for the entire Cahoots team to work towards
- Communicate with the community where Cahoots is heading to in the future
- Engage more families, community stakeholders and strategic alliances, enabling them to be part of the journey.

## 1.2 Cahoots: Our Mission, Vision, Values and Priorities

### Mission

**To creates inclusive opportunities for children and young people living with disability and others that face exceptional challenges to develop friendships, skills and confidence.**

### Vision

A community where children and young people with disability, and others facing exceptional challenges, are able to safely achieve their goals, and where families and carers have support.

### Values

Respect	Trust	Inspire	Celebrate	Collaborate
We treat people as we ourselves expect to be treated, offering acceptance, care and support to everyone.	We are a reliable team, committed to providing safe, quality services.	We believe every person has the ability to reach their full potential, we will provide them encouragement and support.	We acknowledge and rejoice the efforts and achievement of the children and young people we work with, volunteers, supporters and staff.	We believe that community engagement is vital to create meaningful and accessible opportunities for all people.



## 2 Cahoots: The Communities We Serve

In setting strategic directions for the next three years, the Board and staff have considered the external and internal factors influencing Cahoots. Considering the strengths, opportunities, challenges and risks these environmental factors present, will ensure Cahoots' future success. Through collaboration and consultation, the Board and staff at Cahoots have developed this strategic plan 2017-2021.

## 3 Cahoots: our plan

In order to achieve our priorities, we have set strategic objectives that will be achieved through a range of activities. Each objective has success measures that provide indicators for Cahoots' progress, outlined within business plans. Each action has a date by which we are aiming to achieve it and has been allocated a member of the Cahoots team who will lead the actions.

Our objectives may change over the life of this plan in response to internal and external events and decisions. Business plans will be updated, as objectives change and/or as specific activities are achieved and new activities are identified. The entire plan will be reviewed and updated at least quarterly and regular progress reports will be made to the Board of Directors.

Cahoots' full strategic plan will be accessible via the website and updates shared upon requests from members and community supporters.

### 3.1 Cahoots Key Strategic Priorities

#### Key Goals for Each Strategic Priority: Performance Objectives

OUR PARTICIPANTS AND THEIR FAMILIES: <i>TO INCREASE OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE TO DEVELOP FRIENDSHIPS, SKILLS AND CONFIDENCE</i>		
STRATEGIC ENABLER (P1)	OBJECTIVE	MEASURE OF SUCCESS
P1:1	Increase in service offering to provide more opportunities for people to connect with Cahoots.	Weekly opportunities for participation are offered and 10% annual growth of camp and program services achieved.
P1:2	Expansion of Cahoots services to include regional and metro locations across WA.	Cahoots offers services in a minimum of three locations, metro and regional in WA.
P1:3	Cahoots offers services for people living with disability, older people and aboriginal families.	Services for broader demographics including older people, Aboriginal families and other groups, as well as people

		living with disability, are introduced into Cahoots annual calendar.
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**OUR PEOPLE:**

**STRATEGIC ENABLER (P2)**

***TO ENSURE A POSITIVE CULTURE THAT CELEBRATES THE CONTRIBUTIONS OF OUR STAFF AND VOLUNTEERS AND ENSURES THEY FEEL ENGAGED AND VALUED FOR THEIR WORK.***

	<b>OBJECTIVE</b>	<b>MEASURE OF SUCCESS</b>
<b>P2:1</b>	Volunteers and staff are engaged and feel valued by Cahoots.	Strategies are developed to recognise and celebrate our people’s learnings and successes. Annual culture survey is conducted and reflects strong connection to mission and values from staff and volunteers.
<b>P2:2</b>	Volunteers and staff are retained to maintain consistency and high-quality service delivery for our participants.	Volunteer retention rate of 50% is achieved and a staff succession plan is successfully implemented.
<b>P2:3</b>	Cahoots maintains a team of diverse, qualified and skilled staff and volunteers, who feel confident in their roles.	Every Cahoots’ staff member has an annual training and development plan to support their ongoing success. A volunteer recruitment, retention and recognition strategy is implemented.



<b>FINANCIALLY SUSTAINABLE:</b> <b>STRATEGIC ENABLER (P3)</b> <b><i>TO DIVERSIFY FUNDING SOURCES TO MAXIMISE CAHOOTS SUSTAINABILITY.</i></b>		
	<b>OBJECTIVE</b>	<b>MEASURE OF SUCCESS</b>
<b>P3:1</b>	Financial investments are diversified, including noncurrent assets, which support Cahoots mission.	Cahoots will own shares in other profitable companies and have management of fit for purpose facility. Cahoots total assets are grown by 3% per annum through successful investment strategies.
<b>P3:2</b>	Financial investment into service delivery is increased.	Percentage of expense invested in service delivery/community engagement is increased to 80%.
<b>P3:3</b>	We manage our finances responsibly and with good governance systems in place	Annual budgets are set and achieved with regular reforecasts and Cahoots receive an audit report with no management notes.

<b>INNOVATION:</b> <b>STRATEGIC ENABLER (P4)</b> <b><i>TO EXPLORE OPPORTUNITIES TO ENHANCE AND DIVERSIFY OUR SERVICES TO PROMOTE THE GROWTH OF CAHOOTS.</i></b>		
	<b>OBJECTIVE</b>	<b>MEASURE OF SUCCESS</b>
<b>P4:1</b>	Services are diversified to include interstate and overseas experiences with Cahoots.	Cahoots services are expanded to offer interstate and overseas experiences, at least quarterly.
<b>P4:2</b>	Cahoots increases fundraising and sponsorship income through increase in partnerships and public profile brand awareness.	Cahoots brand has a regular presence in community, as part of a marketing and events calendar, and annual fundraising target 10% is achieved.
<b>P4:3</b>	Cahoots expertise is leveraged to diversify service offerings and revenue through partnerships.	Cahoots offer access and inclusion consultancy for external organisations is financially sustainable. Cahoots provides contracted expertise for group experiences for likeminded

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		organisations.
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<b>SYSTEMS AND PROCESSES:</b>		
<b>STRATEGIC ENABLER (P5)</b>	<b>TO CONTINUE TO PROVIDE CONSISTENTLY HIGH QUALITY SERVICES VALUED BY PARTICIPANTS AND THEIR FAMILIES.</b>	
	<b>OBJECTIVE</b>	<b>MEASURE OF SUCCESS</b>
<b>P5:1</b>	Service delivery and governance aligns with the National Standards for Disability Services.	Biennial external audit results show that Cahoots continues to meet the National Disability Standards.
<b>P5:2</b>	Policies and processes are fit for purpose and Cahoots are compliant with these standards.	Cahoots achieves and maintains ISO9001 accreditation.
<b>P5:3</b>	Cahoots has effective Information Communication Technology solutions to support ongoing growth and innovation.	Existing manual processes are transformed digitally to improve efficiency and accuracy.



## 3.2 Community Partners and Supporters

Cahoots is proud to work with the following organisations in 2017, and hopes to broaden our connections with other like-minded organisations over the next three years.



