



Strategic Plan 2023 – 2027

Vision

People are supported to achieve their goals and aspirations as valued and respected members of the community.

Mission

To be a sustainable organisation which provides responsive and flexible support.

Values

Adaptability:	Evolving with change and taking advantage of new opportunities.
Self Determination:	Supporting and enabling people to be strong and confident in decision making, choice to realise their rights and goals.
Respect:	Acting with regard towards others and the environment.
Integrity:	Being trustworthy, transparent, and accountable.
Inclusion:	Being inclusive and embracing of diversity.

Purpose

To enhance the lives of people who need support.

Key Result Areas

Activating Our Assets: People, Space & Resources	Collaborate to create new opportunities	Provider of Choice	Good Governance: Strong Leadership
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Priorities

<ul style="list-style-type: none"> ❖ Develop a masterplan for The Mount. ❖ Build our workforce. ❖ Identify new asset opportunities 	<ul style="list-style-type: none"> ❖ Develop a stakeholder engagement plan. ❖ Develop a relationship with Taungurung Land and Waters Council (TLaWC) ❖ Build local and regional networks to support better collaboration and service outcomes ❖ Identify opportunities to improve operational efficiencies through partnership and collaboration 	<ul style="list-style-type: none"> ❖ Strengthen our branding, marketing, and promotion. ❖ Develop an evaluation system that builds on our embedded quality improvement processes. ❖ Explore additional opportunities for service areas and the people we support. 	<ul style="list-style-type: none"> ❖ Explore opportunities to diversify income and develop an income diversification strategy. ❖ Ensure our financial sustainability. ❖ Undertake a service review to assist with future planning.
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Action

Key result area: Activating our assets: People, Space and Resources

Priority: Develop a masterplan for the Mount

- Proactively seek grant opportunities.
- Complete environmental assessment.
- Complete concept design for staged development.

Priority: Build our Workforce

- Implement the Workforce Development Plan to support retention and recruitment.
- Explore further staff recruitment and retention strategies.

Priority: Develop and implement a planned Maintenance Strategy.

- Review current and future maintenance needs to support the strategy.

Priority: Develop and implement a Capital Works Strategy.

- Capital Works Plan.
- Source Capital Works funding.

Priority: Identify new asset opportunities.

Action

Key result area: Collaborate to create new opportunities and efficiencies

Priority: Develop a stakeholder engagement plan

- Implement the Communication Plan.

Priority: Develop a relationship with Taungurung Land and Waters Council (TLaWC)

- This must be real and meaningful.
- Explore whether this will assist with our creek and land management.

Priority: Build local and regional networks to support better collaboration and service outcomes

- Progress collaborative activities through the MADWD Network including funding opportunities to build workforce (WTIF, Launch into Work).

Priority: Identify opportunities to improve operational efficiencies through partnership and collaboration

- Explore shared services.
- Explore contracting and sub-contracting opportunities.

Action

Key Result Area: Provider of Choice

Priority: Strengthen our branding, marketing, and promotion.

- Development of a Branding and marketing Plan.
- Review Current Marketing Plan.
- Identify priorities and key resources required.
- Develop strategies.

Priority: Develop an evaluation system that builds on our embedded quality improvement processes.

- Review the quality improvement processes.

Priority: Explore additional opportunities for service areas and the people we support.

- MSS to continue to explore and identify opportunities.

Action

Key Result Area: Good Governance: Strong Leadership

Priority: Develop a CoM training and succession plan.

- *Develop the plan including relevant policies and procedures.*

Priority: Review Rules of Association.

- Committee of Management to review.
- Explore engaging a Governance specialist to advise CoM.
- Explore funding to cover cost of Governance specialist.

Priority: Review Organisational and Legal Structure.

- Explore engaging a Governance specialist to advise CoM.
- Explore funding to cover cost of Governance specialist.

Priority: Explore opportunities to diversify income and develop an income diversification strategy.

- Map the strengths and opportunities of our current assets.
- Develop income diversification strategy.

Priority: Ensure our financial sustainability.

- Develop a Prospectus to invite investment by Philanthropic organisations/people, Government and the Community in major projects.
- Develop a Financial Plan including investment strategy.

Priority: Undertake service review

- Development of Monitoring and Evaluation Framework.
- Research M & E Frameworks.
- Engage a M & E Frameworks Consultant to work with MSS to develop the framework.
- Research funding to cover cost of M & E consultant.
- Development of a Profile Strategy.