

STRATEGIC PLAN 2023 – 2026

MOSSMAN SUPPORT SERVICES

ABN 60 077 203 004



Mossman Support Services

Supporting Our Community



CULTURAL WELCOME

Mossman Support Services acknowledges the traditional custodians of this country, and pays our deepest respects to their elders, past and present.



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Welcome from the Board of Directors

The Board of Directors for Mossman Support Services are pleased to introduce the Strategic Plan 2023 – 2026.

The Plan sets out our organisation's vision and priorities whilst guiding the allocation of resources and operations.

It is our long-term, directional roadmap, providing a holistic framework for the continuing quest to realise our overarching organisational purpose.



Our Vision

Our organisation provides evidence-based services to enrich people's lives and build a resilient, connected community.

Mossman Support Services are the leading Social and Community Support Service in Douglas and surrounding areas, empowering people to live their best lives.

Our Mission



Purpose

The purpose of Mossman Support Services is to provide a wide range of disability, youth and community service functions in Douglas and surrounding areas.

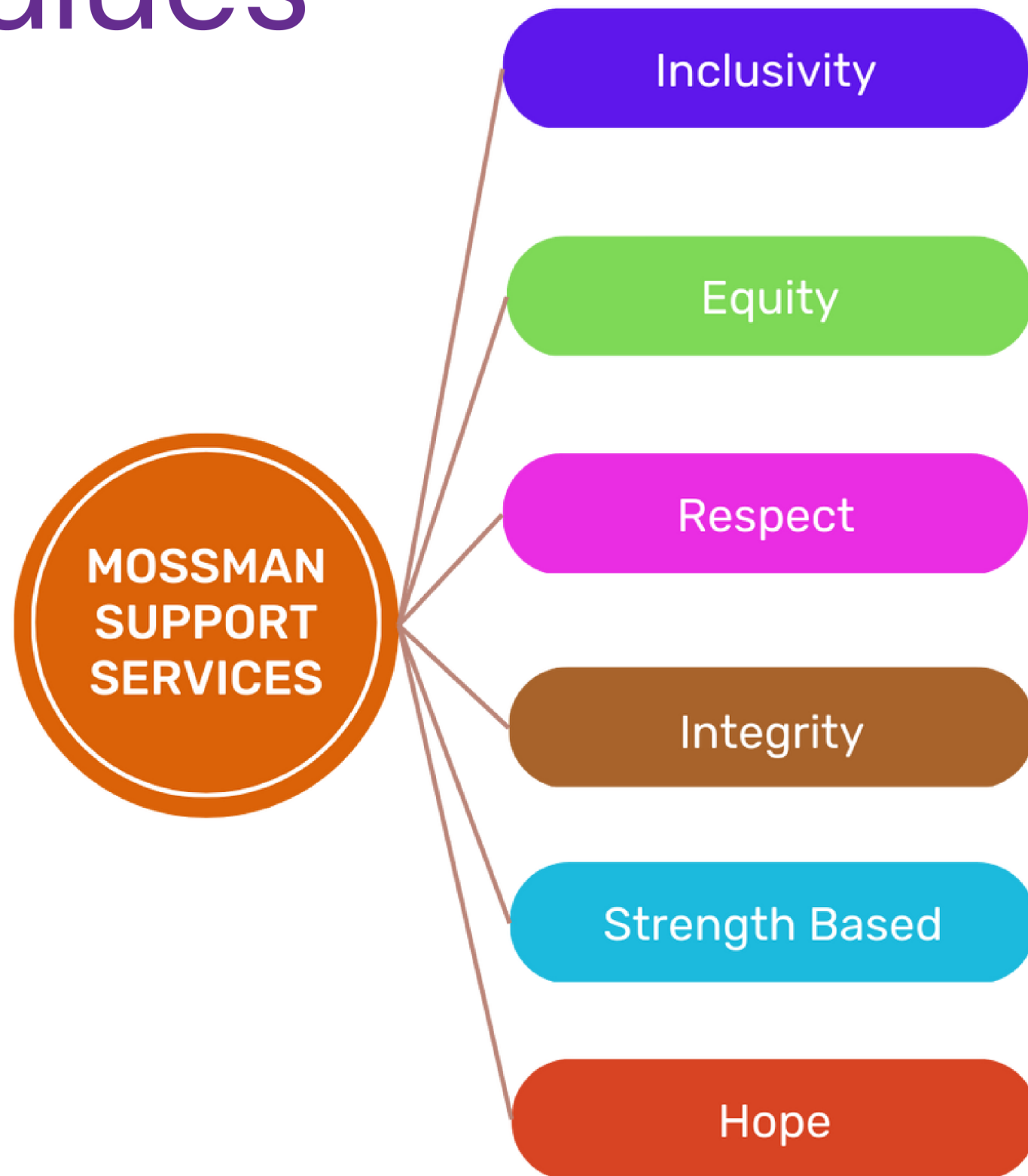
Our work is complex in that we have a specific role to support disadvantaged members of our community through a team of committed and dedicated employees.

Our purpose is realised through five categories of service delivery:

- **Lifestyle Support Connections**
- **Mossman Community Centre**
- **Community Connect Worker**
- **Youth Services**
- **Intensive Family Support Services**




Values



- We embrace and value cultural and individual differences, and honour multiculturalism and diversity. We value participants, community and stakeholders.
- Through a person-centred approach we identify the individual needs of our clients, participants and service partners, to ensure they access the resources required to support positive outcomes and attain goals, within a safe and welcoming environment.
- We treat each person with courtesy, consideration, and thoughtfulness. We are mindful of their rights and traditions and advocating for them in the face of adversity.
- We operate with fairness, sincerity, honesty, and transparency, and we are accountable for our actions. We strive to provide a safe and confidential environment for all clients, participants, service partners and staff.
- We work collaboratively to identify strengths, encourage self-determination, quality of life improvements and empowerment.
- With a collaborative, responsive approach we have confidence in helping client and participants to overcome challenges to build a stronger, healthier life.




STRATEGIC THEMES

	THEME	ENABLERS	MEASURES OF SUCCESS
ONE	COMMUNITY CONNECTIVITY Delivery of high-quality, community based services	<ul style="list-style-type: none"> • Expansion of existing services • Collaboration with other organisations • Client and community advocacy service • Grow service delivery capability & capacity • Diversify service and product range • Diversify revenue streams 	<ul style="list-style-type: none"> • Client growth rate increases • Gross income increases • Successful implementation of new service streams • Increased client satisfaction • Decrease operating costs through productivity gains • Satisfaction of service demand requirements
TWO	PEOPLE VALUE Creating value and opportunities for staff and community	<ul style="list-style-type: none"> • Procure suitable premises fit for purpose and future business growth to increase service delivery • Expansion of community based youth centre • Providing employees access to dedicated training and skills development programs 	<ul style="list-style-type: none"> • High employee retention rate • Attract and recruit skilled workforce • Colocation of services and staff to new business premises • Expand capability for youth centre to increase programs



STRATEGIC THEMES

	THEME	ENABLERS	MEASURES OF SUCCESS
THREE	SOCIAL RESPONSIBILITY Cultural responsiveness and community engagement	<ul style="list-style-type: none"> • Development of new, community based programs providing welfare support • Increase engagement and networking levels with local community leaders, groups, Traditional Owners and other service providers • Develop capability to provide emergency / respite housing 	<ul style="list-style-type: none"> • Establishment of a food truck and soup kitchen facilities • Provide a community shuttle bus service to access programs and services • Procurement of fit for purpose housing
FOUR	SUSTAINABILITY & INNOVATION Undertaking activities that build strong foundations through innovative solutions	<ul style="list-style-type: none"> • Establishment of a social enterprise division • Implement and enhance communication and marketing plans for services to clients, participants and partners • Diversify into Aged Care sector • Establish a community training capability 	<ul style="list-style-type: none"> • Social Enterprise services commenced • Increased client satisfaction • Greater engagement metrics from marketing channels • Community training commenced • Increase in gross revenue by 20%



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COMMUNITY CONNECTIVITY



Delivery of high-quality, community based services

ENABLING OUTCOMES

- Expansion of existing services
- Collaboration with other organisations
- Client and community advocacy service
- Grow service delivery capability & capacity
- Diversify service and product range
- Diversify revenue streams

- Client growth rate increases
- Gross income increases
- Successful implementation of new service streams
- Increased client satisfaction
- Decrease operating costs through productivity gains
- Satisfaction of service demand requirements

MEASURES OF SUCCESS

Supporting Activities

- Access new funding streams
- Collaborate with Allied Health, external service providers and government
- Diversify services to be a one-stop destination for community services
- Recruit an Indigenous Cultural Liaison Officer
- Streamline operations & efficiencies



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PEOPLE VALUE

Creating value and opportunities for our staff and community



ENABLING OUTCOMES

- Procure suitable premises fit for purpose and future business growth to increase service delivery
- Expansion of community based youth centre
- Providing employees access to dedicated training and skills development programs

- High employee retention rate
- Attract and recruit skilled workforce
- Colocation of services and staff to new business premises
- Expand capability for youth centre to increase programs

MEASURES OF SUCCESS

Supporting Activities

- Develop accommodation options to attract skilled candidates
- Acquisition through lease arrangements for new premises as an interim step to future ownership
- Source funded training opportunities for staff
- Recruit remote workers



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SOCIAL RESPONSIBILITY



Cultural responsiveness and community engagement

ENABLING OUTCOMES

- Development of new, community based programs providing welfare support
- Increase engagement and networking levels with local community leaders, groups, Traditional Owners and other service providers
- Develop capability to provide emergency / respite housing

- Establishment of a food truck and soup kitchen facilities
- Provide a community shuttle bus service to access programs and services
- Procurement of fit for purpose housing

MEASURES OF SUCCESS

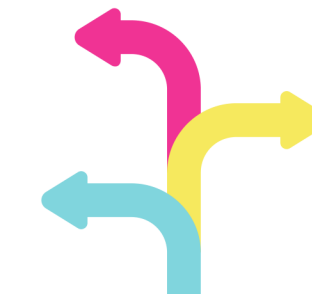
Supporting Activities

- Board undertake engagement with government and other stakeholders
- Source funding for purchase of capital assets and infrastructure.
- Share information on a broader scale
- Obtain Supply Nation registration



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SUSTAINABILITY & INNOVATION



Undertaking activities that build strong foundations through innovative solutions

ENABLING OUTCOMES

- Establishment of a social enterprise division
- Implement and enhance communication and marketing plans for services to clients, participants and partners
- Diversify into Aged Care sector
- Establish a community training capability

- Social Enterprise services commenced
- Increased client satisfaction
- Greater engagement metrics from marketing channels
- Community training commenced
- Increase in gross revenue by 20%

MEASURES OF SUCCESS

Supporting Activities

- Add Aged Care services to our service portfolio
- Develop training courses in NDIS Plan Budgeting and Financial Literacy
- Commence research and planning phase of establishing a Social Enterprise service
- Allocate marketing budget
- Conduct a community training needs analysis to determine course development requirements
- Add SIL's to our service portfolio
- Provide child safety and aligned family services under the Health Services Quality Framework
- Onboard NDIS fee for service participants





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