

Vision
Values

Mission



St Michaels Association Inc.

Strategic Plan 2018 – 2020

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1. Foreword by President

I am delighted to introduce the strategic plan of St Michaels Association Inc (St Michaels) for 2018-20.

The creation of a strategic plan is an exciting development in the life of any organisation. It is exciting because its focus is about building on strengths, listening to feedback from stakeholders and participants and creating something new to address identified shortcomings and meet emerging needs. It's about St Michaels shaping its future and that, indeed, is a dynamic process.

It is especially exciting at this time because the disability service sector Australia-wide is undergoing an unprecedented period of change as roll-out of the National Disability Insurance Scheme (NDIS) continues to gather momentum. Organisations like St Michaels that offer services to people with disabilities are faced with an ongoing examination of every aspect of their business, if they are to meet the expectations of NDIS and most importantly, the changing expectations of people with disability, their families and carers.

The introduction of individualised funding enables people with disability to have greater control over their lives. As people become more empowered to ask for what they need, St Michaels must respond with high quality, tailored services and do so consistently. We remain vigilant for emerging opportunities that will help to create a competitive edge and point(s) of difference for those who seek our services.

St Michaels has created this strategic plan to guide its activities over the next three years. It has identified five strategic areas where we will focus our efforts. These are our people, service delivery, sustainability of operations and finances, marketing and communication and emerging opportunities.

St Michaels, however, cannot achieve the goals in this plan without the assistance of you – our members, partners, stakeholders and community.

Opportunities to work with us are open to anyone who possesses and is willing to share the four Es – EXPERTISE, EXPERIENCE, ENTHUSIASM AND EXCELLENCE!

We invite you to join us at this exciting time as we pursue our vision of “excellence in supporting people with disability”. We readily accept the challenge to become a **PROVIDER OF CHOICE**, an **EMPLOYER OF CHOICE** and a **PARTNER OF CHOICE**.

Colin Foon
President

November 2017

2. About St Michaels Association Inc

- St Michaels Association Inc is a not-for-profit non-government organisation in Tasmania providing accommodation and support services to people with intellectual and physical disabilities.
- St. Michaels started in 1966 and was incorporated in 1970, it initially provided support for students who were attending “special needs” schools in the Launceston area.
- In recent years, a major program of property development and expansion has characterised St Michaels operations. This has involved locating group homes in the broader community, refurbishing the former school into a purpose-built community access centre and construction of independent living units which allow participants to reside independently within a supported community style environment.
- These significant developments have enabled services to be expanded in the new competitive world brought about by NDIS, allowing participants to choose service providers who can deliver on their needs, goals and aspirations.
- Services offered today by St Michaels include:
 - Community access
 - Youthbreak
 - Transitional housing
 - Respite Accommodation
 - In-home tenancy support
 - Shared Accommodation
 - Shared Independent Living
 - Independent living units
 - Short-term accommodation
 - Registered Training Organisation
 - Coordination of Supports
 - Social Club
 - Shared Accommodation
 - Individual one-on-one support

3. Our vision: what we want to achieve...

Excellence in supporting diversity for people with disability.

4. Our mission: why we are here...

To support the physical and emotional needs of participants and their families through the provision of personalised activities, training programs and accommodation services of the highest quality.

5. Our values: the way that all who are part of St Michaels Association do things...

Accountability	We take responsibility for our actions and outcomes
Communication	We listen and respond with regular, transparent and open communication
Fairness and non-judgmental approaches	We encourage fairness and are non-judgmental in our relationships with participants, their families, members, staff, volunteers, stakeholders and the community
Innovation	We continually strive for excellence through continued learning and improvement, passion, creative thinking, fun and enjoyment
Integrity	We are trustworthy and consistent in our words and actions
Respect	We treat all people with care and respect, acknowledge the viewpoints of others and diversity of thought.
Teamwork	We acknowledge effort and recognise the contributions and achievements of participants, members, volunteers, staff and stakeholders
Trust	We build bridges of respect and reliability with those with whom we come in contact

6. Critical success factors: those things on which our success depends...

The following factors, listed in no particular order have been identified as being critical to the success of St Michaels over the life of this plan:

- CSF 1** Adoption of a strategic mindset by the Board of Management.
- CSF 2** Observing best practice in governance.
- CSF 3** Maintenance of a sound financial position.
- CSF 4** Succession planning for the Board of Management.
- CSF 5** Identifying sustainable funding sources to achieve the activities in this plan.
- CSF 6** Maintenance of the confidence, goodwill and support of the Tasmanian community and funding agencies.
- CSF 7** Consistent delivery of a high standard of professional service to those seeking our support.
- CSF 8** Encouraging a workplace where honest and open communication fosters a culture of mutual trust and respect for all employees through having confidence, support and faith in their work colleagues and environment.
- CSF 9** Maintaining sound relationships with existing stakeholders and developing robust new connections with emerging strategic stakeholders such as NDIA.
- CSF 10** Integration of business practices that satisfy NDIA requirements.
- CSF 11** Accepting and embracing the changing environment in which St Michaels operates.
- CSF 12** Developing and implementing an effective marketing and communication strategy, incorporating the use of new and emerging technologies.
- CSF 13** Recruiting and retaining an appropriately skilled workforce and providing employees with a safe, co-operative and supportive work environment.
- CSF 14** Maintaining a service ethos that is approachable, adaptable and respectful.
- CSF 15** Providing training and support for volunteers and acknowledging their efforts.
- CSF 16** Growing and managing a mature and responsive membership.

7. Strategic focus:

Five strategic areas have been identified for action over the next three years:



8. Strategies for strategic focus

8.1 Our People

An organisation is its people. St Michaels fosters an organisational culture that attracts and invests in a skilled and supportive workforce. It is committed to providing a dynamic workplace for its staff and volunteers and gaining recognition as an employer of choice. It offers stimulating work, meaningful career pathways and opportunities for professional development in a harmonious workplace environment.

We acknowledge the ongoing role and contribution of volunteers. Best practice policies are pursued to make the volunteer experience lasting and mutually rewarding.

Outcomes		Identified strategic actions	Target year for accomplishment
8.1.1	St Michaels is an employer of choice	Review policies to ensure they support the attraction and retention of qualified, motivated staff and engage a flexible, responsive workforce	Ongoing
		Employ an HR specialist to provide HR services and professional advice	January 2018
		Promote a working environment which is both affirmative and supportive of all staff	Ongoing
8.1.2	A harmonious workplace environment is nurtured	Review the code of conduct with emphasis on acceptable behaviours and values	2018
		Deliver professional development programs for all staff and volunteers that foster a culture of mutual trust and respect	2018
8.1.3	Skills, abilities and tools are available to meet participant needs	Conduct a skills audit of employees	2018
		Identify where gaps exist and determine approach to remedy such shortcomings	Ongoing
		Review and develop processes for suitable matching of staff with participants needing support, consistent with a person-centred approach	2018

Outcomes		Identified strategic actions	Target year for accomplishment
8.1.4	The Board of Management is united, productive, motivated and functioning at an optimal level	Establish key performance indicators against which the performance of the Board of Management can be evaluated	2018
		Conduct an annual self-assessment of the performance of the Board of Management	2018
8.1.5	The skills and knowledge of all who are engaged in the activities of St Michaels are enhanced	Identify appropriate opportunities for the Board of Management, staff and volunteers to participate in professional development	Ongoing
		Review, implement and monitor the staff development plan	2018
8.1.6	An active team of volunteers is recruited, retained and managed effectively	Prepare and implement a volunteer management policy that reflects best practice	2018
		Engage with volunteers on an ongoing basis as a vital element in the communication plan	Ongoing

8.2 Service Delivery

St Michaels is in the service business. We are committed to quality person centred practices and the attainment of recognised quality assurance standards in all aspects of service delivery.

We are not content merely to deliver “good” service to our participants. Service excellence is our aim and we acknowledge that this cannot be a mere platitude. The importance of doing what we say we will do goes to the heart of our credibility and the sustainability of our business.

Working with our participants, their families and carers, we seek to develop person centred approaches which are clear, meaningful and adapt over time in response to changes in the lives of our participants.

Outcomes		Identified strategic actions	Target year for accomplishment
8.2.1	The dimensions of quality person centred practice at St Michaels are identified and defined	Review current policies and procedures and other information systems to support commitment to person centredness	Ongoing
		Use quality audits to improve service delivery and person-centred outcomes	Ongoing
		Maintain a commitment to continuous improvement in all aspects of service delivery	Ongoing
8.2.2	The services offered by St Michaels satisfy recognised quality assurance standards	Investigate the process to be followed to achieve accreditation and associated costings	2018
		Develop a business plan, including budget, to achieve such accreditation over the life of this strategic plan	2018
8.2.3	Social media are used strategically and consistently as a key tool to provide information	Develop and make available online resources that will enable participants to indicate their views on disability rights issues to key audiences quickly and with ease	2019
		Develop the website as a key source of information for people with disabilities, their rights and upcoming events	2019

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Outcomes		Identified strategic actions	Target year for accomplishment
8.2.4	Service capacity is regularly reviewed and monitored	Ensure service development is sustainable, viable and in line with the vision and values of St Michaels	Ongoing
		Ensure growth continues to provide flexibility and choice for participants	Ongoing
		Identify ways to promote strong referral business	2018
		Ensure Feedback/Surveys from stakeholders are conducted annually	Ongoing

8.3 Sustainability of Operations and Finances

Sustainability is critical to successful achievement of outcomes. We are committed to developing sustainable operations, implementing a practical plan to raise funds, observing prudent financial management and achieving the maximum benefit from available resources.

Outcomes		Identified strategic actions	Target year for accomplishment
8.3.1	Administrative capacity in terms of skills and resources is sufficient to sustain future operations	Review roles, responsibilities, policies, procedures and resources to reflect person-centred language	Ongoing
		Establish systems and processes which make life easier for participants and their families and provide value for money - recognised factors in long term sustainability	Ongoing
		Maintain an up-to-date ICT system to enable the organisation to operate effectively, meet anticipated growth and provide flexibility to satisfy NDIS requirements	Ongoing
8.3.2	A practical plan to raise funds is developed and implemented	Prepare a workable plan to raise funds to address future needs, including funding submissions, grant applications, sponsorships, corporate membership packages, donors, bequests and other innovative funding packages	2018
		Develop a range of fundraising tools and packages to support implementation of the plan	2018
		Explore the potential for creation of a social enterprise, involving St Michaels participants, as an innovative funding model	2018
8.3.3	A professional fundraising capability is maintained	Register with appropriate sources for grant alerts	Ongoing
		Identify prospects, including business, corporate sponsors and philanthropists in Tasmania	Ongoing
		Prepare a prioritised list of targeted individuals, businesses, corporates and other organisations to approach	2018
		Develop and maintain a fundraising database	2018

Outcomes		Identified strategic actions	Target year for accomplishment
8.3.3		Develop relationships with major donors and sponsors	Ongoing
8.3.4	Members of the Board of Management are thoroughly conversant with the finances of St Michaels and are adept at dealing with financial matters	Monitor Board of Management members' needs for professional development in financial matters – financial reports, financial statements, budgets, business case methodologies and financial issues generally	2018
		Identify suitable programs to address such needs and arrange delivery.	2018

8.4 Marketing and Communications

Communication is at the heart of our activities, including internal communication with participants, staff, volunteers and members and external communication with our stakeholders and the broader community.

To fulfil our vision, we are committed to implementing an effective marketing and targeted communication plan and building brand awareness.

Outcomes		Identified strategic actions	Target year for accomplishment
8.4.1	Creation of an effective marketing and targeted communication plan that gives focus and direction to future communication and marketing activities	Review the name of the organisation by the Board of Management	2018
		Create a slogan or tagline which enhances community knowledge and awareness of what St Michaels does and what it offers	2018
		Identify and test key messages	Ongoing
		Identify a set of prioritised objectives and practical actions to support their attainment	2018
		Make effective use of new and emerging technologies, including an App to assist in communication	Ongoing
8.4.2	Increased recognition of the St Michaels brand	Review and evaluate the elements which make up the brand and its positioning in the marketplace	2018
		Determine a strategic focus for the brand, promoting key consistent messages emphasising opportunities for engagement	2018
		Identify innovative ways to build the brand through publicity, media, community activities, roadshows, partnerships, events, conferences, social media, e-marketing, strategic alliances and networks as part of the development of the marketing and communication plan	Ongoing

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Outcomes		Identified strategic actions	Target year for accomplishment
8.4.3	The entire online presence of St Michaels is made more contemporary, interactive and user-friendly to enhance community understanding and recognition of the programs and services that St Michaels offers	Review and evaluate the role, content, functionality and user-friendliness of website and social media presence as a prime marketing tool	2018
		Examine and cost options for enhancement and implement preferred solution	2018
8.4.4	St Michaels is recognised as an effective contributor on major issues	Build and maintain a respected profile and capability as the trusted organisation to approach	Ongoing
		Issue regular media releases, use web and social media tools, enhance relationship with stakeholders and maintain a vibrant calendar of events	Ongoing

8.5 Emerging Opportunities

We recognise the changing environment in which St Michaels operates. The need is accepted for proactive identification and evaluation of emerging issues that may arise due to changes in government policy, technology, product innovation, market conditions or other factors.

We remain vigilant in identifying emerging opportunities and follow established protocols in the evaluation process.

Outcomes		Identified strategic actions	Target year for accomplishment
8.5.1	St Michaels maintains an active social media presence	Define and research St Michaels social target market	2018
		Set objectives and develop strategy to meet objectives	2018
		Choose social networks and tools to keep strategy on track	2018
		Determine ongoing arrangements for resourcing St Michaels social media presence	Ongoing
8.5.2	A focus on “emerging opportunities”	Establish a policy on mergers, acquisitions, partnerships, joint ventures and resource sharing	2020
		Document the process to be followed, criteria to be satisfied and protocols to be observed	2020
8.5.3	Opportunities to form partnerships and alliances with compatible like-minded organisations are identified and evaluated	Maintain pro-active environmental scanning with view to identifying third parties in the sector of potential interest to St Michaels in some form of business arrangement	Ongoing
		Compile an introductory memorandum of business essentials to progress preliminary negotiations	2020

9. "At a glance" implementation timetable for key tasks

Key Task	Year	Reference	Strategic Priority
Employ an HR specialist	January 2018	8.1	Our people
Review STMA code of conduct	2018	8.1	Our people
Develop processes for suitable matching of staff with participants	2018	8.1	Our people
Establish KPIs to evaluate Board of Management performance	2018	8.1	Our people
Investigate process to gain quality accreditation and prepare business plan	2018	8.2	Service delivery
Prepare and implement a plan to raise funds	2018	8.3	Sustainability of operations
Develop a range of fundraising tools	2018	8.3	Sustainability of operations
Prepare prioritised list of target donors, sponsors etc	2018	8.3	Sustainability of operations
Create a slogan or tagline and review organisation name	2018	8.4	Marketing and communication
Review, implement and monitor the staff development plan	2018	8.1	Our people
Prepare and implement a volunteer management policy	2018	8.1	Our people
Conduct skills audit of employees	2018	8.1	Our people
Create an effective marketing and targeted communication plan	2018	8.4	Marketing and communication
Monitor Board of Management members' needs for Professional Development in financial matters and deliver suitable programs	2018	8.3	Sustainability of operations
Review St Michaels brand and positioning in the marketplace	2018	8.4	Marketing and communication
Determine strategic focus for the brand	2018	8.4	Marketing and communication
Develop social media as key tool to provide information	2019	8.2	Service delivery

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Key Task	Year	Reference	Strategic Priority
Identify ways to promote strong referral business	2019	8.2	Service delivery
Explore potential for creation of a social enterprise	2019	8.3	Sustainability of operations
Review and evaluate website and social media presence and cost options for enhancement	2019	8.4	Marketing and communication
Establish policy on mergers and acquisitions	2020	8.5	Emerging opportunities

Key Tasks - Ongoing	Reference	Strategic Priority
Review policies to ensure they support the attraction and retention of qualified, motivated staff and engage a flexible, responsive workforce	8.1	Our people
Promote a working environment which is both affirmative and supportive of staff	8.1	Our people
Identify where gaps exist and determine approach to remedy such shortcomings	8.1	Our people
Identify appropriate opportunities for the Board of Management, staff and volunteers to participate in professional development	8.1	Our people
Engage with volunteers on an ongoing basis as a vital element in the communication plan	8.1	Our people
Review current policies and procedures and other information systems to support commitment to person centredness	8.2	Service delivery
Use quality audits to improve service delivery and person-centred outcomes	8.2	Service delivery
Maintain a commitment to continuous improvement in all aspects of service delivery	8.2	Service delivery
Ensure service development is sustainable, viable and in line with the vision and values of St. Michaels	8.2	Service delivery
Ensure growth continues to provide flexibility and choice for participants	8.2	Service delivery
Ensure feedback/surveys from stakeholders are conducted annually	8.2	Service delivery
Review roles, responsibilities, policies, procedures and resources to reflect person-centred language	8.3	Sustainability of operations

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Key Tasks - Ongoing	Reference	Strategic Priority
Establish systems and processes which make life easier for participants and their families and provide value for money – recognised factors in long term sustainability	8.3	Sustainability of operations
Maintain an up-to-date ICT system to enable the organisation to operate effectively, meet anticipated growth and provide flexibility to satisfy NDIS requirements	8.3	Sustainability of operations
Register with appropriate sources for grant alerts	8.3	Sustainability of operations
Identify prospects, including business, corporate sponsors and philanthropists in Tasmania	8.3	Sustainability of operations
Develop relationships with major donors and sponsors	8.3	Sustainability of operations
Identify and test key messages	8.4	Marketing and communication
Make effective use of new and emerging technologies, including an APP to assist in communication	8.4	Marketing and communication
Identify innovative ways to build the brand through publicity, media, community activities, roadshows, partnerships, events, conferences, social media, e-marketing, strategic alliances and networks as part of the development of the marketing and communication plan	8.4	Marketing and communication
Build and maintain a respected profile and capability as the trusted organisation to approach	8.4	Marketing and communication
Issue regular media releases, use web and social media tools, enhance relationships with stakeholders and maintain a vibrant calendar of events	8.4	Marketing and communication
Determine ongoing arrangements for resourcing St Michaels social media presence	8.5	Emerging opportunities
Maintain pro-active environmental scanning with a view to identifying third parties in the sector of potential interest to St Michaels in some form of business arrangement	8.5	Emerging opportunities

10. Review and reporting under this strategic plan

The strategic actions identified in this plan will be used in an ongoing capacity by the Board of Management as a framework for decision-making. The plan is to be considered a living document, requiring priorities to be reviewed annually, emerging issues to be addressed and new directions to be set, as changes occur in the operating environment.

We will communicate with stakeholders at strategic intervals, using a variety of media, to report progress under this plan.

