

STRATEGIC PLAN 2009-2012

INTRODUCTION

1.2 Mission Statement

Northern Occupational Support Service Inc will work with people with a disability to enhance their quality of life through the provision of support in activities which promote their involvement in the community.

1.3 Service Goals

The goals of Northern Occupational Support Service Inc are:

1. To enhance the self image of people with a disability and promote their acceptance as valued and productive members of their community.
2. To integrate people with a disability into their community.
3. Whenever appropriate to use existing generic services and resources in the community to meet the individual needs of people with a disability.
4. To provide opportunities for people with a disability to increase their social networks and develop new friendships.
5. To enable people with a disability to access community-based social, recreational and vocational opportunities.
6. To develop employment opportunities for people with a disability.
7. To ensure that people with a disability are involved in making informed choices.
8. To enable people with a disability to maintain and develop social, recreational and vocational skills.
9. To encourage generic services, associations, clubs and places of employment to include people with a disability.
10. To advocate on behalf of people with a disability, as appropriate.
11. To develop networks with other services working within the disability sector.

REVIEW

The last three years have seen some major changes in Bluegum and a consolidation of the community access services provided by NOSS. In particular:

1. Policies and procedures have all been reviewed and policy gaps filled, including the development of job descriptions and a Code of Conduct for the Board of Governance.
2. The personal plan process for community access has been streamlined to ensure a relevant and realistic plan for each community access client based on a comprehensive Quality of Life Assessment.

3. Options for ageing community access clients have been investigated and trialed but this area requires ongoing monitoring to ensure that clients receive the services which suit their capabilities and wants.
4. A website has been developed allowing greater information dissemination.
5. Quality assurance (QA) mechanisms have been put in place, including a Risk Assessment Plan, a QA database, regular internal audits and scheduled QA meetings. Opportunities for feedback from clients, staff and crew members have been expanded to include annual requests for feedback, regular client/crew member meetings with advocates and a continuation of an open door policy.
6. Bluegum has moved its workshop from Trevallyn to Rocherlea enabling a greater variety of work including process work for local industry, a bark bagging business and a continuing grounds maintenance service for both large and small scale industrial and private customers. The change in composition of work has also enabled several female crew members to be engaged.
7. Crew members are now receiving full productivity based award wages based on regular independent wage assessments.
8. Training processes have been formalised to ensure that each crew member receives training in the area which most suits his or her needs. The Individual Employment Plan process has been reviewed and streamlined and a Training Officer has been employed to ensure that training remains a priority, in the face of business pressures. The majority of crew members and staff have undertaken or are currently undertaking formal Horticultural Certificates to enhance their qualifications.
9. A new management structure incorporating the role of a Business Development Officer has facilitated the development of professional marketing tools, regular Business Plans and improved administrative systems. These improvements, together with the dedication of the Manager and staff of Bluegum have resulted in a professional, viable business.
10. Bluegum continues to achieve excellent results in its certification against the Disability Services Standards ensuring that service to crew members is of the highest standard.

BACKGROUND ISSUES

1.1 What's happening externally?

The Disability Services Review recently undertaken by KPMG will, undoubtedly, impact on our Service.

The degree and detail of the associated changes are, at present, unclear. NOSS needs to remain proactive during the reform process and continue to maintain its service quality.

1.2 What's happening internally?

It is essential to retain a person centred approach to service delivery, ensuring that Personal Plans and Individual Employment Plans remain relevant, achievable and in line with a client's wishes.

Staff Training will remain a focus in order to well equip staff to carry out the goals of the service and to provide a satisfying work environment.

Quality assurance is vital in all aspects of the service in order to continue to provide the best service. In order to achieve this, consultation with all stakeholders is essential.

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GOAL 1 - ENHANCE THE QUALITY OF COMMUNITY ACCESS PROGRAMS

OBJECTIVES	STRATEGIES	TIMELINE
Continue to enhance service delivery mechanisms to ensure that a satisfying and meaningful day program is provided for all people accessing NOSS	<ul style="list-style-type: none"> ▪ Review Quality of Life assessment tool ▪ Carry out staff meetings at least twice per year leading to the development of appropriate individualised Personal Plans ▪ Develop ways to ensure that Personal Plans are coordinated across services. 	<ul style="list-style-type: none"> ▪ 2009 ▪ 2009 ▪ 2010
Explore a range of activities appropriate for ageing clients	<ul style="list-style-type: none"> ▪ Negotiate with residential services to ensure the best mix of home and community time for ageing clients. ▪ Investigate flexible service delivery options to address needs of ageing clients. 	<ul style="list-style-type: none"> ▪ 2009-10 ▪ 2010
Create employment options for day support clients (NOSS Enterprises)	<ul style="list-style-type: none"> ▪ Target local businesses to develop work options ▪ Link with Bluegum business endeavours ▪ Investigate partnerships with business and other NGO service providers 	<ul style="list-style-type: none"> ▪ 2009 ▪ 2009 ▪ 2010

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GOAL 2- ENSURE EFFECTIVE & EFFICIENT GOVERNANCE AND MANAGEMENT

OBJECTIVES	STRATEGIES	TIMELINE
Maintain an effective Board with well defined roles and responsibilities.	<ul style="list-style-type: none"> ▪ Continue to source new Board members, in particular those with human resource or financial expertise 	<ul style="list-style-type: none"> ▪ ongoing
Continue to foster a continuous improvement culture throughout NOSS.	<ul style="list-style-type: none"> ▪ Ensure Quality Assurance meetings are held regularly. ▪ Fine tune Quality Assurance Database to ensure that all actions are completed in a timely manner. ▪ Investigate options for outsourcing elements of QA such as internal audits to ensure independence 	<ul style="list-style-type: none"> ▪ 2009 ▪ 2009-10 ▪ 2009-10
Investigate and develop training options to well equip staff to fulfil their roles and to promote a satisfied and motivated workforce.	<ul style="list-style-type: none"> ▪ Continue to investigate innovative training options relevant to the area. ▪ Continue to support staff in achieving formal qualifications ▪ Trial additional in house training. ▪ Investigate possibility of sharing training resources with other disability services. 	<ul style="list-style-type: none"> ▪ ongoing ▪ ongoing ▪ 2009 ▪ 2010

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GOAL 3 - ENSURE LONG TERM VIABILITY OF BLUEGUM

OBJECTIVES	STRATEGIES	TIMELINE
Ensure Bluegum's ongoing financial viability	<ul style="list-style-type: none"> ▪ Continue annual review of Business Plan to ensure ongoing relevance. ▪ Continue to investigate new areas of work ▪ Develop partnerships with other organisations 	<ul style="list-style-type: none"> ▪ ongoing ▪ ongoing ▪ ongoing
Obtain sponsorship/philanthropic support	<ul style="list-style-type: none"> ▪ Develop relationships with other organisations and businesses. ▪ Requests to local councils for funding ▪ Approach Service Clubs ▪ Continue to implement the annual grant-seeking program. 	<ul style="list-style-type: none"> ▪ ongoing ▪ 2009 ▪ 2009 ▪ ongoing
Expand functions of Accounts Database to enable on site access	<ul style="list-style-type: none"> ▪ Identify requirements for increased functions and develop database accordingly. 	<ul style="list-style-type: none"> ▪ 2010
Continue to enhance marketing strategy	<ul style="list-style-type: none"> ▪ Continue annual review of Business Plan to identify marketing needs. ▪ Update marketing brochure and materials ▪ Encourage local media to promote Bluegum ▪ Continue to encourage community participation by the workcrew (ie World's Greatest Shave) 	<ul style="list-style-type: none"> ▪ ongoing ▪ 2009 ▪ ongoing ▪ ongoing
Ensure security of tender of Bluegum workshop	<ul style="list-style-type: none"> ▪ Investigate options for security of tenure via a long term lease or purchase 	<ul style="list-style-type: none"> ▪ 2009

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GOAL 3 - ENHANCE THE QUALITY OF CREW MEMBER SUPPORT AND TRAINING

OBJECTIVES	STRATEGIES	TIME LINE
Continue to improve the quality of crew member support and training	<ul style="list-style-type: none"> ▪ Improve opportunities for female crew members ▪ Continue to provide opportunities for formal qualifications ▪ Continue to monitor and expand IEP goals to ensure that training is relevant and achievable. ▪ Investigate traineeships/apprenticeships with other organisations. ▪ Investigate partnerships with Open Employment agencies to enhance outcomes for crew members. ▪ Investigate further opportunities for female crew members 	<ul style="list-style-type: none"> ▪ 2012 ▪ ongoing ▪ ongoing ▪ ongoing ▪ 2011 ▪ ongoing
Continue to enhance training options for staff	<ul style="list-style-type: none"> ▪ Continue to support staff in obtaining formal qualifications. ▪ Continue to enhance skills in order to open up new work opportunities and/or enhance support skills 	<ul style="list-style-type: none"> ▪ ongoing ▪ ongoing

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