



# STRATEGIC PLAN

## 2018-2020



**OUT DOORS INC.**

*challenging approaches to better mental health*





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# ABOUT US

Out Doors Inc. (Out Doors) is a not-for-profit community managed mental health organisation that employs over 20 permanent and sessional staff and delivers a range of adventure and recreation activities and respite holiday programs. Currently, the largest source of funding is received from the Victorian Department of Health (DoH) and Department of Social Services (DSS).

Out Doors was founded in 1987 by several people primarily working in mental health who had a strong interest in recreation, play and outdoor adventure and a belief that these elements are valuable parts of a holistic approach to personal development and mental health and help to integrate mind, emotions and body.

*Adventure programs* are defined as out of comfort recreation and leisure activities, undertaken in various environments.

It refers to organised learning that takes place in the outdoors and at times it involves residential or journey-based experiences in which participants are engaged in a variety of adventurous challenges in the form of outdoor activities.

Out Doors is governed by an elected Council (Board) which has the responsibility of leading and setting the strategic direction of the organisation in accordance with the stated philosophy and the Constitution.

## OUR BELIEFS

Out Doors seeks to be a healthy organism in itself, practicing what it preaches.

Out Doors believes in civil and human rights. It believes in the right to privacy and dignity.

Out Doors is opposed to stigma and discrimination and believes that all people have the right to make choices.

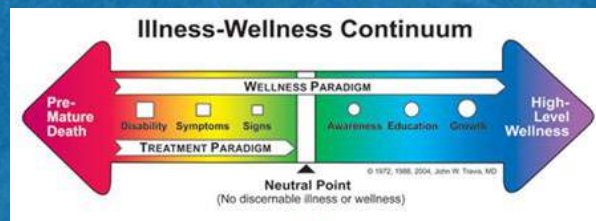


# FRAMEWORK

## VISION

Out Doors Inc. will be the pre-eminent provider of adventure programs that promote mental health and wellbeing.

## HEALTH-WELLNESS CONTINUUM



Programs & Services



The state of health and wellbeing for individuals and groups is dynamic. A person's wellbeing changes in response to their health and social needs, illness, and to other factors within their environment. Out Doors recognises these dynamic factors and the influence they have on a participants' health, wellbeing and their entire life.

Out Doors develops and delivers appropriate programs and services using research, funding and partnerships which will assist participants to improve, as much as possible, their level of health and wellbeing wherever they might be on the Continuum.



# ORGANISATIONAL CHARTER

## MISSION

Our mission is to provide challenging approaches to better mental health by assisting people to get out the door and to participate in the life of their community.

## OUR VALUES

**Respect:** Respecting the diversity of our participants, staff and leaders is fundamental to us. We operate with inclusiveness and empathy, we uphold standards of ethical behaviour, and we work with participants in their interests.

**Passion:** Our participants will be rewarded by their experience. We provide hope and encouragement to our participants to take up challenges and to reach their potential.

**Excellence:** We maintain high standards in everything we do, particularly the safety and wellbeing of our participants. We will innovate and constantly seek to improve our services.

**Integrity:** We will be accountable for delivering our mission, having regard to the highest ethical standards.

**Environmental Stewardship:** We are committed to practices that ensure minimal impact on the environment. We acknowledge our responsibility for efficient use of resources to ensure environmental sustainability.



# OUR PRINCIPLES

*A person at risk of poor mental health and other disabilities:*

- is considered as someone with potential, abilities and a future
- has the right to choose
- is involved in planning of outdoor adventure activities.

*To support our principles Out Doors Inc. will:*

- Collaborate: We work with people and community to improve individual's wellbeing with particular emphasis on people living with poor mental health.
- Educate: We research, develop, organise, conduct and evaluate education and training programs for organisations involved in improving mental health and wellbeing.
- Promote: We uphold the value of human contact with natural environments, outdoor adventure and the positive effects these can have on people's wellbeing.



# RATIONALE AND SCOPE

This Strategic Plan provides an organisational roadmap to ensure that Out Doors Inc. is positioned to continue to provide positive mental health outcomes. The objectives set by this plan have been designed to ensure that we remain focused on our Mission.

As such, the Strategic Plan has been developed to ensure ongoing service innovation across our community, to drive the continual improvement of our performance, to build the capability of our workforce, and to focus our efforts on delivering the services and quality required by our community and our participants in a constantly changing service environment.

The Strategic Plan corresponds with a very dynamic period of mental health reform, growing demand and increasing financial constraints. The National Disability Insurance Scheme (NDIS), while in its initial phase, represents another focus for the organisation regarding how we might establish services that fit the unique needs of people with mental health issues and disability.

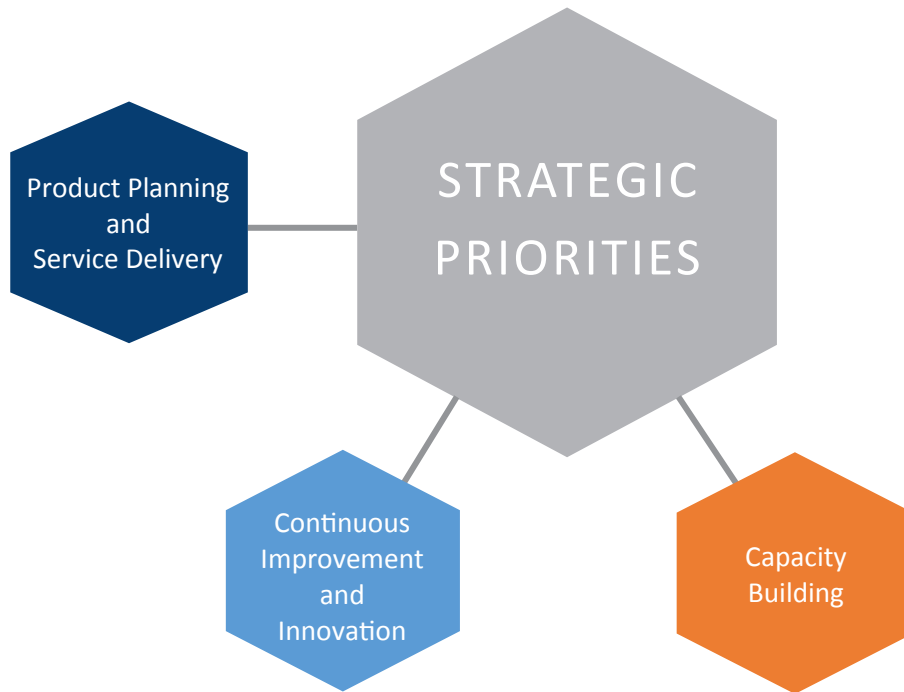
## OUR CONTEXT

Out Doors is a dynamic organisation that operates in an active policy and community environment, managing a range of critical relationships. We are facing challenges, however we have the resilience and potential to build on our unique position, and connections to create a viable and useful business serving those in need.

Out Doors Inc. has strengths that can be leveraged into a new era of participant based purchasing, but it will need to undertake a transformation to build capabilities, services and a *go to market* approach.

By understanding the needs of a range of markets, Out Doors will develop a range of services for different needs and income levels, and stretch its product and service offerings.

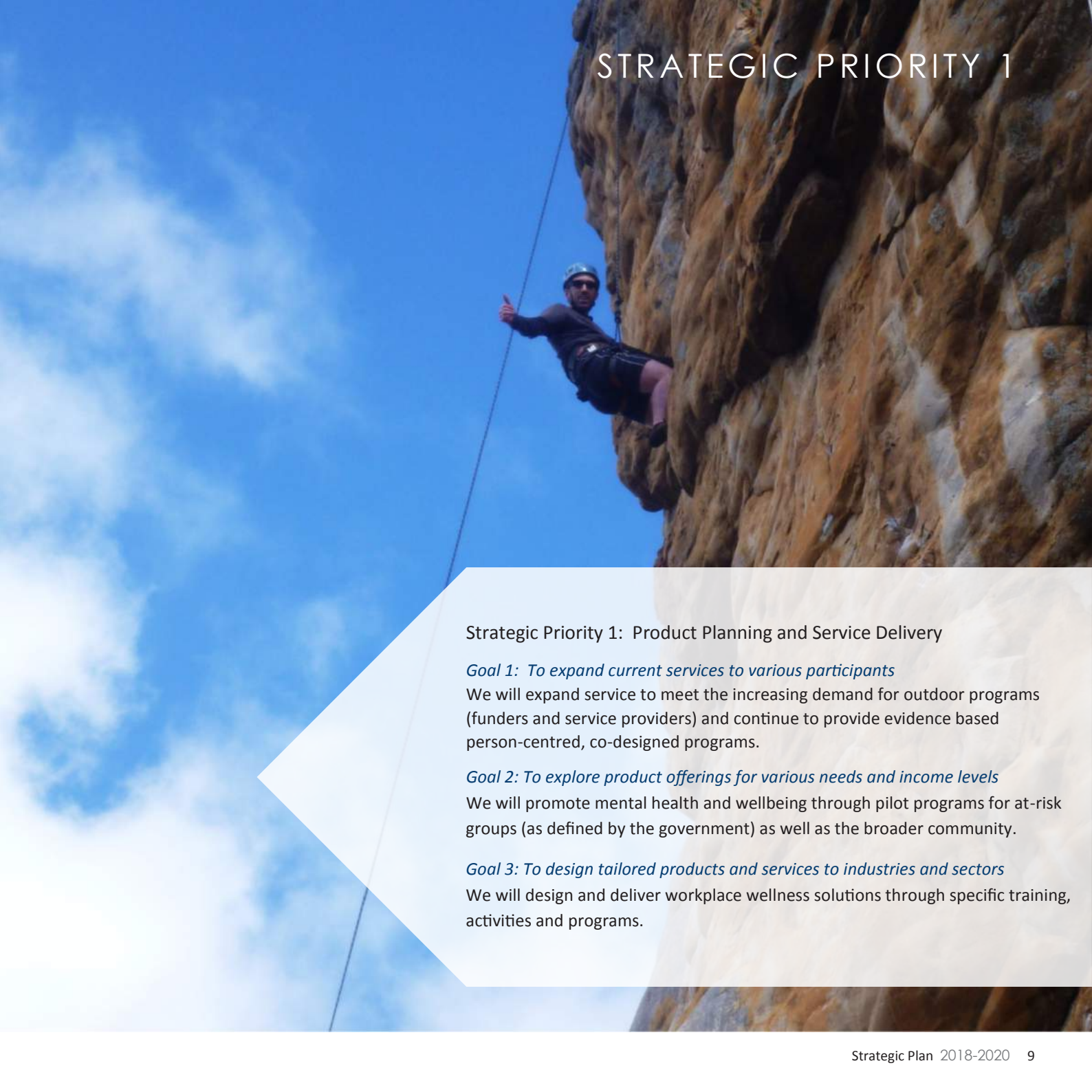
# STRATEGIC PRIORITIES



Out Doors has the potential to grow in a planned and pro-active manner consistent with its vision and mission, specifically in the areas of:

- product planning and service delivery
- continuous improvement and innovation through research and evidence-based practices
- building organisational capability by exploring alternative funding opportunities and sustainable solutions.





# STRATEGIC PRIORITY 1

## Strategic Priority 1: Product Planning and Service Delivery

### *Goal 1: To expand current services to various participants*

We will expand service to meet the increasing demand for outdoor programs (funders and service providers) and continue to provide evidence based person-centred, co-designed programs.

### *Goal 2: To explore product offerings for various needs and income levels*

We will promote mental health and wellbeing through pilot programs for at-risk groups (as defined by the government) as well as the broader community.

### *Goal 3: To design tailored products and services to industries and sectors*

We will design and deliver workplace wellness solutions through specific training, activities and programs.



# STRATEGIC PRIORITY 2

## Strategic Priority 2: Continuous Improvement and Innovation

### *Goal 1: To develop evidence based practices and approaches*

We will maintain and expand on research and development of products/services and conduct independent evaluation benchmarking of Out Doors' programs.

### *Goal 2: To achieve excellence*

We will continue to develop a profile of leading practice in the sector founded on evidence-based data and promote best practice in mental health and wellbeing adventure programs for all ages in all sectors.

### *Goal 3: To maintain quality*

We will deliver quality services and products to our participants and maintain quality standards including equipment and transport.





A background image showing a person rock climbing a steep, reddish-brown rock face. The climber is wearing a blue helmet and is positioned in the lower right foreground, looking up at the rock. A rope is visible running diagonally across the rock face. The scene is outdoors with trees and foliage in the background.

## STRATEGIC PRIORITY 3

### Strategic Priority 3: Capacity Building

#### *Goal 1: To maintain financial sustainability*

We will continue growth in diversifying services and products to a range of customers and maintain compliance with relevant financial and accounting standards and relevant legislation.

#### *Goal 2: To maintain and sustain a healthy workforce*

Maintain, lead and coach for organisational values which are reflected in policies, team behaviour, accountabilities and succession planning.

#### *Goal 3: System Capacity*

Develop new ways of working to increase options, services and products to a range of consumers whilst maintaining a robust governance framework based on policies, systems and procedures.

#### *Goal 4: To identifying potential opportunities*

We will explore opportunities for partnerships and collaborations and actively engage with stakeholders.



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