

STRATEGIC PLAN FY 25-27



FOREWORD FROM PRESIDENT

Welcome to the Strategic Plan for St Michael's Association for FY25-27. This document is a blueprint for how we will navigate the future, reinforce our commitments, and enhance our service delivery, all while staying true to our core values of Accountability, Collaboration, Trustworthiness, Compassion and Efficiency.

As we embark on this next stage of our strategic journey, we reflect on our humble beginnings in 1966 as a special school and our evolution into a leader in providing support for individuals with disabilities in northern Tasmania. Our mission has always been clear: to empower these individuals through high-quality, personalised services that continually build their independence and further integration into the community. Today, as we adapt to the changes brought by the National Disability Insurance Scheme (NDIS), our commitment to our participants remains steadfast.

The next three years are pivotal. We have outlined comprehensive goals that focus on our people, quality supports, sustainable operations, compliance and governance, and the expansion of our operations. Each of these pillars is crucial for maintaining and elevating the quality of our services and ensuring that we can meet the future with innovation and strength. Our people are our greatest asset. We are dedicated to fostering a workplace that not only attracts talented individuals but also supports their growth and development. By investing in our staff, we invest in the quality of service provided to our participants.

In terms of our service offerings, we continue to prioritise person-centred approaches. These strategies are designed to be flexible and adaptive, meeting the changing needs of our participants while ensuring service excellence. Our commitment is to not just meet expectations but to exceed them, every single time.

The landscape of disability support services is continually evolving, and sustainability is more critical than ever. Our strategic plan emphasises the adoption of innovative technologies and processes that ensure we remain financially and operationally viable. Through prudent management and forward-thinking strategies, we aim to be a sustainable and relevant provider of disability supports and training.

Compliance and governance are the backbones of our operation. As we grow, it is essential that our practices not only follow current regulations but also set new standards for best practices in the industry.

Lastly, we recognise the importance of expansion — not just in terms of geography, but also in the services we offer. The changes in government policy, technology, and market conditions provide us with unique opportunities to enhance our impact. We are prepared to seize these opportunities to better serve our community.

This strategic plan is not just a document; it is a commitment to you — our participants, staff, members, volunteers and stakeholders. We are excited about what the future holds and are grateful for your continued support and trust in us as we move forward with purpose and passion.

Together, we will continue to make a significant difference in the lives of many. Thank you for being part of our journey.

Colin Foon
President

ABOUT ST MICHAEL'S ASSOCIATION INC.

Established in 1966 and formally incorporated in 1970, St Michael's Association has a rich history of evolving to meet the needs of individuals with intellectual and physical disabilities in Tasmania. What began as a special school for students in the Launceston area has transformed into one of the state's most forward-thinking disability support organisations. Our core mission — fostering personal skill growth and independence — remains at the heart of our work.

The turn of the millennium marked a significant transition for St Michael's, as we shifted our focus from a special school to a broad-spectrum provider of disability services. This transformation has been characterised by significant expansion in both service offerings and physical infrastructure. Notably, the development of Supported Independent Living environments, modernising our historical properties into purpose-built community access centres, and constructing independent living units to promote self-reliance within a supportive community framework.

Today, our services in Northern and North-West Tasmania encompass a wide array of supports designed to empower our participants. These services include Community Access, In-Home Support, Respite Accommodation, Individual Support, Supported Independent Living and Support Coordination, among others. Our role as a Registered Training Organisation further underscores our commitment to continuous learning and development within our community.

The introduction of the NDIS has brought new opportunities and challenges, both of which St Michael's has met with innovative responses, ensuring that we remain a preferred provider in a competitive landscape. Our commitment to empowering participants to select services that best meet their individual needs and aspirations is stronger than ever.

In recent years, we have also focused on embedding sustainable practices into our operations, ensuring the long-term viability of our services and our ability to adapt to an ever-evolving sector. This strategic foresight is part of our commitment to not only meet current needs but also anticipate and shape future demands in disability support.

“As we continue to grow and evolve, St Michael's Association remains dedicated to its mission of supporting the lifestyle, physical, and emotional needs of our participants through personalised, high-quality services. Our journey from a single special school to a leader in disability support reflects our resilience, adaptability, and unwavering commitment to the communities we serve.”

OUR JOURNEY

1966

St Michael's Special School opened



1973

Deswood Wood Building constructed



St Michael's Association Created

1970

1985

Evandale property sold



Evandale property purchased

1975

1993

St Michaels' First Group Home



Merton House constructed

1986

2001

"Plant Skills" Gardening Established



St Michaels' Second Group Home

1996

2006

First 4 Independent Living Units constructed



Registered Training Organisation formed

2003

2010

A further 8 Independent Living Units constructed



A further 6 Independent Living Units constructed

2008

2014

A further more 20 units constructed



- A further 3 Independent Living Units constructed
- St Michaels' Third Group Home

2013

2018

East Devonport purchased and services commenced in 2019



- Independent Services integrated into St Michael's
- Merrington Centre redeveloped

2015

2021

NDIS Registration first obtained



- George Street purchased and RTO moved in
- More Independent units & Respite Centre constructed

2020

2021

NDIS Registration first obtained



Independent living units constructed in East Devonport

2023

OUR VISION, MISSION & VALUES



Our Vision

To be a sustainable and relevant provider of high-quality disability supports and training throughout Tasmania.



Our Mission

To support the lifestyle, physical and emotional needs and goals of participants through the provision of personalised activities and services of the highest quality.



Our Values

Accountability

We acknowledge effort, feedback and recognise the contributions and achievements of participants, staff, members, volunteers, and stakeholders

Collaboration

We listen, seek information and respond with regular, transparent and open communication

Efficient

We are dedicated to delivering quality services with innovation and effectiveness to maximise our impact

Trustworthy

We build bridges of respect and reliability with teams with whom we come in contact

Compassion

We strive to understand and address the unique needs of each participant with empathy and kindness

STRATEGIC PRIORITIES

Our People

Our people are our greatest asset. We foster an organisational culture that attracts and invests in a skilled and supportive workforce. We are committed to providing a safe and collaborative workplace for our staff with meaningful career pathways and opportunities for professional development.

Quality Supports

We are committed to collaborating with our participants, their families and their support networks, to develop person centred approaches which are clear, meaningful and adapt over time in response to changes in the lives of our participants. Service excellence is our aim, as is doing what we say we will do.

Sustainable Operations

Sustainability is critical to the ongoing financial and operational viability of St Michael's. We are committed to innovation and the adoption of technologies and processes that deliver sustainable operations in conjunction with prudent financial management of resources.

Compliance & Governance

We will operate with a focus on best practice in management and operations. The Board and the Executive will ensure that contemporary governance practices are adopted and continually monitored for effectiveness.

Expansion of Operations

We will proactively seek and analyse opportunities for the expansion of our service delivery and business activities where appropriate, that arise due to changes in government policy, technology, product innovation, market conditions or other factors.

STRATEGIC FOCUS



People

- Education & Training
- Wellbeing
- Satisfied Workforce
- Foster a skilled, engaged, and diverse workforce
- Promote strong leadership and empowerment at all levels
- Enhance recruitment, retention, and professional development
- Implement continuous training focusing on skills and leadership development
- Employer of Choice
- Empowering the workforce to make decisions in the best interests of the participants
- Enterprise Agreement



Sustainable Operations

- Finances
- Automated Processes
- Systems Integration
- Business Intelligence
- Further Diversification
- Rostering Optimisation
- Reducing Overtime
- Improved Assets Management
- Environmental Sustainability
- Cybersecurity



Compliance & Governance

- Transition of Board to broader skills base
- Invest in systems to ensure ongoing compliance
- Development of “How to Guide” for all aspect of operations
- Financial Operation Manual to Integrate with Board Governance Charter
- Increased Board Effectiveness



Quality Supports

- Optimising our service offerings
- Choice and control / Dignity of risk
- Develop and refine person-centred approaches that adapt to participant needs
- Commit to service excellence through best practice systems and continuous improvement
- Enhance participant engagement and feedback mechanisms to tailor services effectively



Expansion of Operations

- Review of Branding and Marketing Strategies
- Social Media Utilisation
- Review Communication Strategy
- Identify Growth Areas (Geographic & Services)

REVIEW & REPORTING

The strategic initiatives and actions identified in this plan will be used in an ongoing capacity by the Board as the framework for strategic decision-making. The plan is to be considered a living document requiring quarterly progress reporting.

Priorities will be reviewed annually or when essential, emerging issues evaluated as changes occur and new directions set in a timely manner.

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

REPORTING PRINCIPLES

Accurate - The reported information shall be sufficiently accurate and detailed for stakeholders to assess our performance.

Balanced - The reported information shall reflect positive and negative aspects of our performance to enable a reasoned assessment of overall performance.

Comparable - We shall select, compile, and report information consistently. The reported information shall be presented in a manner that enables stakeholders to analyse changes in our performance over time, and that could support analysis relative to other organisations.

Timely - We shall report on a regular schedule so that information is available in time for stakeholder to make informed decisions.

Clear - We shall make information available in a manner that is understandable and accessible to stakeholders using the information.

**STRATEGIC
PLAN
FY25-27**



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