



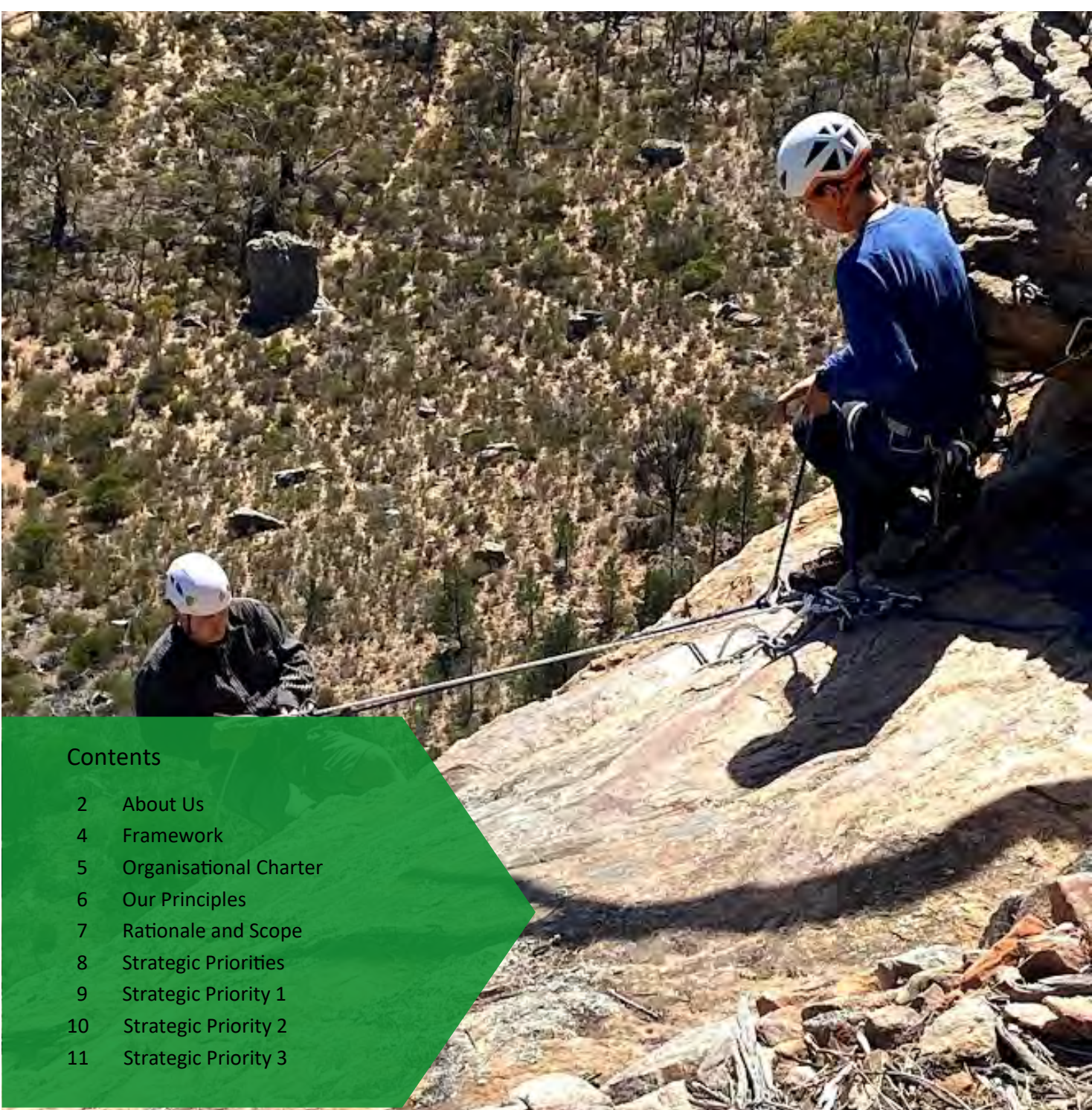
# STRATEGIC PLAN 2021-2024



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 income is through the National Disability Insurance Scheme (NDIS) and the Victorian Department of Health (DoH).

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 which help to integrate mind, emotions and body.

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

They comprise organised learning that takes place in the outdoors and can involve suburban 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



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 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 empowering 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 the planning of outdoor adventure activities.

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

- Collaborate: We work with people and the community to an 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 sets out an organisational roadmap to ensure that Out Doors Inc. is well positioned to continue providing positive mental health outcomes. This plan is a 'living' document that provides a framework through which key priority areas and initiatives are identified, agreed and acted upon to ensure that we remain focused on our Mission.

As such, this 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.

As the Victorian Government pledged its commitment to implement the recommendations set out in the Royal Commission into Victoria's Mental Health System over the next 10 years, this Strategic Plan has been created to be responsive, contemporary and adaptable. The focus of this plan is to provide relevant services at the right time in accessible locations.

## OUR CONTEXT

Out Doors is a dynamic organisation that operates in a fast changing policy and community environment, managing a range of critical relationships. We are in a unique position to support clinical and non-clinical services, and connect with people with or without an NDIS plan.

Out Doors Inc. has strengths that can be leveraged into a new era of growth in identified areas of need to better support people at risk or those living with poor mental health.

Once the needs of our participants have been assessed for early intervention, prevention or recovery programs, Out Doors will develop a range of services for different needs and income levels.

# 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:

- growth, 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.



A group of hikers with backpacks are ascending a steep, rocky trail. The trail is constructed with wooden steps and is surrounded by dense green foliage and trees. The hikers are wearing various outdoor gear, including hats, jackets, and backpacks. The scene is set in a natural, forested environment.

# STRATEGIC PRIORITY 1

## Strategic Priority 1: Growth, Planning and Service Delivery

### *Goal 1: To expand current services in identified local areas*

We will expand our services 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 plan and deliver services for various needs and income levels*

We will plan and deliver mental health and wellbeing programs for at-risk groups (as defined by the government) as well as to the broader community.

### *Goal 3: To design products and services tailored 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 our research and development of products/services, evaluate the impact of as well as benchmark Out Doors' programs against best practices in the field.

#### *Goal 2: To achieve excellence*

We will continue to strengthen our profile as leading practitioner in the sector by partnering with like minded providers to promote best practice in mental health and wellbeing for people of all ages.

#### *Goal 3: To maintain quality*

We will deliver quality services and products to our participants in a sustainable manner and maintain quality standards including the provision and maintenance of equipment and transport.



### Strategic Priority 3: Capacity Building

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

We will continue to grow by expanding our services and products to a range of customers and maintain compliance with relevant standards and 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 efficiency and effectiveness whilst maintaining a robust governance framework based on policies, systems and procedures.

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

We will explore opportunities for partnerships and collaborations and continue to actively engage with stakeholders. To ensure that our existing programs remain and our newly design initiatives become highly impactful for our participants.



OUT DOORS INC.

a 17 Stubbs Street, Kensington VIC 3031

t 03 9417 2111

e [indoors@outdoorsinc.org.au](mailto:indoors@outdoorsinc.org.au)

w [www.outdoorsinc.org.au](http://www.outdoorsinc.org.au)