



Better Together

STRATEGY

2021-2023

January 2021

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1 Better Together Overview

1.1 Our Vision, Mission, Values and SRV Framework

VISION: vibrant inclusive community where people feel welcomed and experience belonging.

MISSION: is to create opportunities for disadvantaged people to feel valued in our communities.

VALUES: Collaboration, Respect, Belonging, independence and Growth.

Better Together Assoc Inc is a community movement designed to develop support people with mental health issues and people with Disability into a more inclusive Moreton Bay Region. Better Together supports people to contribute to the overall strength and wellbeing of the community by developing and maintaining a wide range of strategies, partnerships and affiliations to promote, support and maintain *meaningful valued roles and relationships for people with a disability and/or mental health issue in the social, economic and civic life of the Moreton Bay Region.*

Better Together focuses on an outcomes-based approach for all of our service delivery and seeks to provide individuals who are devalued by society the ‘good things in life’. To achieve this, the organisation utilises a framework called Social Role Valorization (SRV). This provides an evidenced based theoretical approach to many aspects of our policy, procedure, operations and service delivery. SRV uses less support over time, enables a person to live independently and be active participants in community. We achieve this with the use of Social Roles, developing capacities and a number of other themes stepped out in the theory. This framework is the backbone to the reason why Better Together chooses the types of services it will deliver and how we deliver these services, which is why SRV training and development is compulsory for every Better Together team member.

This aligns with the NDIS goals and line items set out under the Federal NDIS Act. SRV reduces dependency of support over time (in line with NDIS objectives), creates opportunities for the individual, and provides leadership and opportunity to lead groups for the individual as well as systemically change societies mindsets one person at a time. Better Together will continue to use the SRV framework as a focus for our organisations point of difference within the sector and the region.

1.2 Our History:

Better Together is an incorporated association organisation with Direct Gift Recipient status. The organisation was originally developed by an organisation called Homelife as a community capacity building project to improve the inclusion, access and experience for people with a disability and or mental health issues in the Caboolture region. Training was delivered to community groups, government and businesses, teaching them that diversity is strength and how to be more accommodating, inclusive and communicate effectively with people with a disability and any devalued group. This training Better Together continues to deliver still to this day, currently delivered for Skilling Queenslanders for Work (SQW) students.

Better Together was successful in attaining a state capital grant to build what is now known as Lagoon Creek Café and Function Room, with the café completed in late 2011. The organisation has continued to grow and develop over the subsequent years, gaining more individual funding packages for people with a disability. Better Together has auspiced various funding opportunities that has supported the expansion of CCWC social enterprise activities.

In 2014 Better Together was incorporated and received service approval from Disability Services Qld (DSQ) 6 months later. In February 2016 Better Together was successful in receiving SQW funding to assist long term unemployed individuals into employment with the assistance of Certificate II in Retail operations. Better Together have won a state training award for the “Community Initiative of the Year” in 2018 for the SQW project. In 2019 the Skilling Queenslanders for Work project was once again successful in winning for a 6th year, a new contract with the department for 2020 2021, undertaking a program where we support 66 individuals into employment in the community sector.

In 2019 Better Together became a registered and certified NDIS service provider and successfully transitioned over to the NDIS service delivery model during 2019. Subsequently, Better Together successfully completed the NDIS commission audit.

During the last few years, the Better Together Committee has been working with Moreton Bay Council in an effort to gain more space on the Toovey Street site. This has resulted in a council agreement for us to share the shed with Rec-link and a clearer understanding around the shared site space and amenities.

Historical funding sources:

<ul style="list-style-type: none"> • Department of Communities Disability Services 	<ul style="list-style-type: none"> • GCBF funding
<ul style="list-style-type: none"> • Block funds (mixture of 1:1, and 3:1 supports) 	<ul style="list-style-type: none"> • ILC funding
<ul style="list-style-type: none"> • Individualised support packages 	<ul style="list-style-type: none"> • Transitional assistant funding
<ul style="list-style-type: none"> • SQW Funding (60 participants over 12 months in a Cert II in Retail services and 69 participants over 12 months in a Certificate III in Individual support). Since 2016 Better Together has supported nearly 500 individuals in this program 	<ul style="list-style-type: none"> • Moreton Bay Regional Council

1.3 Our Services:



Better Together is deeply committed to its **Better Outcomes program**, which is proudly funded by the Queensland government under its Skilling Queenslanders for Work initiative. Every year the program assists 60 disadvantaged individuals (mental health, disabilities, long term unemployed) to overcome their barriers to employment and enter the workforce. We provide wrap-around support to our participants, who all come from challenging backgrounds, to help them increase their confidence, grow their self-esteem, and secure sustainable employment.

(Audrey in her new employment role 2019)



The **Better Pathways Program** is a Skilling Queensland for Work initiative that aims to upskill 66 participants with a Certificate III in Individual Support. The program targets individuals with long term barriers to employment to gain a qualification and re-enter the workforce.

Although the Better Pathways Project continues to be vigilant taking all precautionary measures around COVID 19, limiting face to face contact where possible and still delivering the majority of its classes online through a zoom platform, the Better Pathways Project is progressing extremely well.

(The Better Pathways team - work practice)

Our **NDIS Support Services** aim to provide, within our available resources, flexible supports for individuals with a disability and/or mental health issue that will:

- Establish a quality person-centred and valued roles-based support arrangements focused on the person's individual aspirations as outlined in an Individual Support Agreement and support plan.
- Continue to focus on 1:1 supports in;
 - Community access
 - Independency building
 - Employment skill development
 - Creating and building Valued roles and relationships
- Reduce service users dependency on paid supports by increasing independence, community connections and relationships in their local community.
- Employ staff that;
 - have Better Together's organisational values
 - meet the requirements of people we support
 - Have the necessary skills to assist service user in achieving their goals and meet compliance obligations
 - Understand an individual's aspirations for valued roles and relationships in the social, civic and economic life of the community.
- Ensure the involvement of individuals who are supported by Better Together are involved in all areas of their support planning development and reviewed in a timely manner according to their changing needs.
- To provide relevant legislative, government and financial information to people who use the service so that they can make timely and appropriate decisions about the types of support they require.



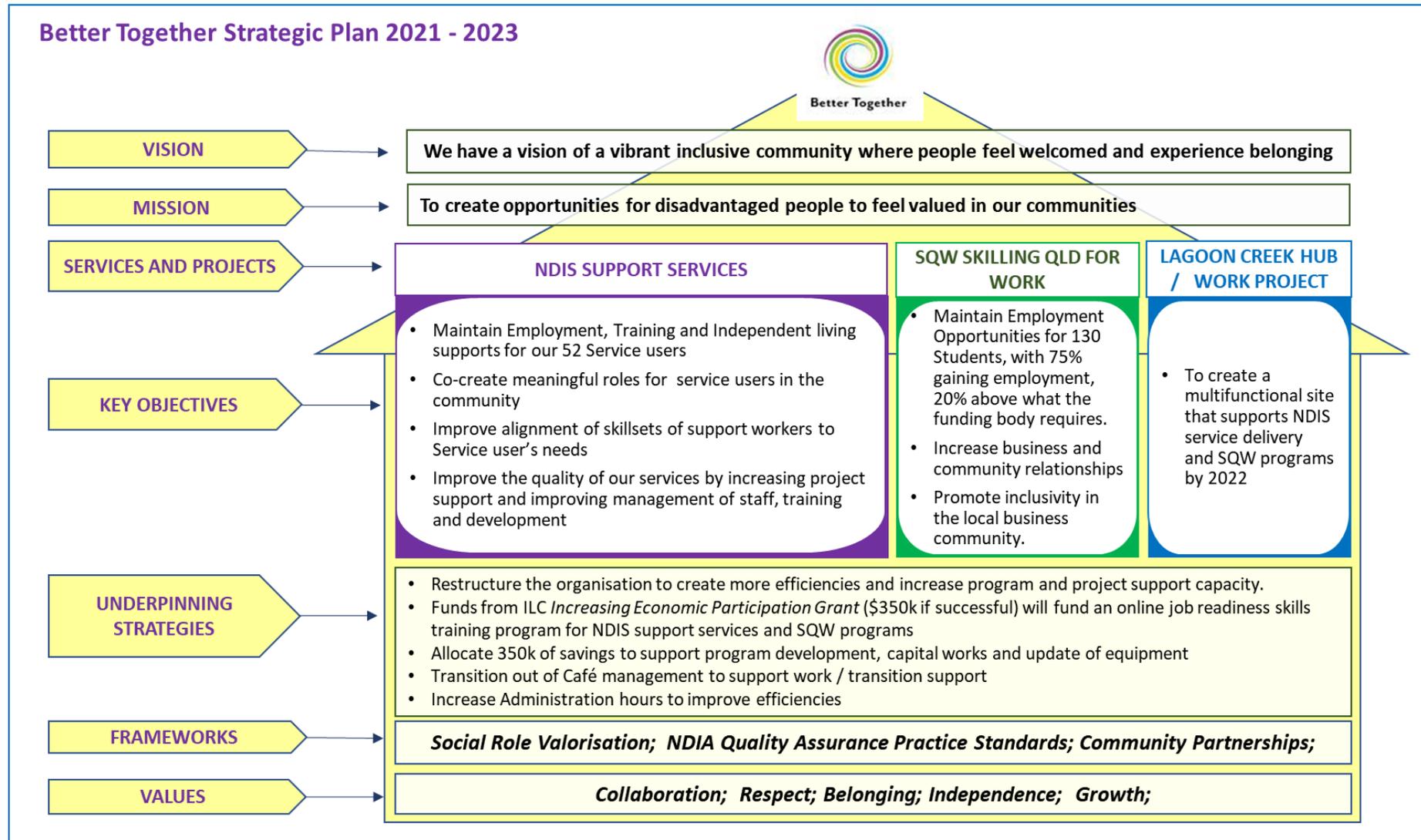
The Better Together Kings Street Office, Caboolture

1.4 Our People and Our Community:

The value of SRV, combined with the culture of Better Together highly valuing the principles of SRV, means there is low staff turnover within our organisation. Low staff turnover continues to be highly valued by NDIS clients and their families as clients receive continuity of support and know their workers. Better Together also continues to provide a “buddy” system, so that if a worker is unable to provide support as rostered, the worker “buddy” – who is known by the client, is rostered on. This provides continuity of support and assurance to the client. We continue to provide as much work flexibility for our casual and part time staff as possible. As strategy 2021-2023 is implemented and changes in the structure of the organisation is undertaken, other employment opportunities will become available.

The Caboolture community has continued to be a great support, strengthening our partnerships with the Caboolture work Co-operative, PCYC and ReLink and our SQW registered Training organisations. The Lagoon Creek Café and conference room hire has enabled us to connect and network with many more organisations, businesses and individuals in the local community that has supported all our services and in turn our service users and their families.

1.6 Strategy 2021 – 2023:



Anna Boyce Wellbeing Consultancy Australia Oct 2020

2 Key Objectives

2.1 *NDIS Support Services*

- **Maintain Employment, Training and Independent living supports for our 52 Service users**
- **Co-create meaningful roles for service users in the community**
- **Improve alignment of skillsets of support workers to Service user's needs**
- **Improve the quality of our services by increasing project support and improving management of staff, training and development**

2.2 *SWQ Skilling Queenslanders for Work*

- **Maintain Employment Opportunities for 130 Students, gaining employment for at least 75% of participants, 20% above what the funding body requires.**
- **Increase business and community relationships**
- **Promote inclusivity in the local business community.**

2.3 *Lagoon Creek Hub/Work Project*

- **To create a multifunctional site that supports NDIS service delivery and SQW programs by 2022**
- **To create, develop and implement different employment pathway programs that will increase employment options and outcomes for people with a disability.**

3 Key Strategies

3.1 NDIS Support Services Balanced Score card

<p>USERS</p> <ul style="list-style-type: none"> • Expand independent living resources so options can be provided • Supported by the Lagoon Creek Hub development, co-create new pathways into social enterprise, mainstream employment, training programs, micro business opportunities, or, to other support services. 	<p>\$ FINANCE</p> <ul style="list-style-type: none"> • \$1.7m per annum from service delivery allows for additional staff positions / hours • ILC Grants - \$240k Increasing community participation including funding SRV Training • Allocate 20k for restructure costs, HR, Legal and other consultant costs
<p>PROCESS</p> <ul style="list-style-type: none"> • Update the NDIS planning process to create a more streamlined and target service • Develop an improved process to record staff supervision and development • Implement new process for mobile phone use • Implement new Policies and procedures for Support Coordination • Streamline Quality Assurance processes • Realign skillsets of workers to Service users' needs • New Program Development role to develop pathways to: Employment, Volunteering, Self-employment / Micro business and Training • Develop KPI's for new roles • Coordinators and Project work to develop supportive transition processes as Service users move from one pathway to another • Develop a Directory of incentives – Grants for employment • Engage with HR process for new and updated roles 	<p>ORG CAPACITY</p> <ul style="list-style-type: none"> • Increase Role clarity – review PD's and tasks • Increase business skills and resources to enable micro business development • Restructure the organisation. Add new roles – Service Coordinator, Program Development worker and Project/Support worker • Increase office space by 50% • Mentoring /Buddy/Skills chart to create customised employment supports • Conduct basic SRV training for 50% of support service staff. • 6 Staff will complete level 2 "Passing" to meet our objectives • 40% of staff will complete level 3 online "SRV 10"training

3.2 SQW Skilling Queenslanders for Work Balanced Score Card

<p>USERS</p> <ul style="list-style-type: none"> • Build and strengthen relationships to increase employment networks • Increase referrals from local support services through targeted marketing 	<p>\$ FINANCE</p> <ul style="list-style-type: none"> • Continue to secure Dept funding for next round • Funding for Mental Health First Aid Trainer from ILC grant
<p>PROCESS</p> <ul style="list-style-type: none"> • Management and SQW Co-ordinators to review and improve process for building relationships with potential employers • Develop and implement a Directory of incentives for employment, for unemployed vulnerable individuals 	<p>ORG CAPACITY</p> <ul style="list-style-type: none"> • Increase workers skills in business networking and how to build relationships • Train a Mental Health First Aid Trainer to train students and invite local business owners to participate in MHFA workshops offered. • Shift Admin tasks to Admin worker to increase Coordinators capacity • Manager to review PD's and task delegation

3.3 Lagoon Creek Hub/Work Project balanced Score Card

<p>STAKEHOLDERS</p> <ul style="list-style-type: none"> • Develop training, employment preparedness, self-employment, volunteer and social connection options for service users and under employed • Provide a multifunctional space for education, training, employment preparedness, self-employment, volunteer and social connection opportunities • Gain support and buy in from local: <ul style="list-style-type: none"> ➤ Council ➤ State and Federal Gov ➤ Businesses ➤ Education and training providers ➤ Other NGO's 	<p>\$ FINANCE</p> <ul style="list-style-type: none"> • Fund new Program Development Coordinator role from NDIS Budget • Allocate funds for a feasibility study • Allocate 30k of savings for stage one of development • Utilise GCBF funding • Utilise SQW construction students and ReLink, to support labour costs • At this point in time set aside 100k for stage two and 100k for stage three development • Apply for Building better regions fund to support co-contribution funding
<p>PROCESS</p> <ul style="list-style-type: none"> • Develop business development /employment readiness process • Develop financial reporting process • Implement robust project management procedures • Update overall site management to include this project • Develop and imbed community engagement and communication process 	<p>ORG CAPACITY</p> <ul style="list-style-type: none"> • Create new role – Program Development Coordinator • Develop PD's for new role and update Project/Support worker PD • Investigate the viability to become a DES provider to train support workers • Gain appropriate Council approvals for Shed development with a developed robust project plan, business plan and budget • Establish a sub-committee to guide the shed development project • Implement new governance procedures and systems as required

4 Underpinning Strategies

These strategies encompass all services, programs and projects we are undertaking during 2021-2023

- **Support a transition out of café management to focus on support work and employment transition processes, move our**
- **Restructure the organisation to create more efficiencies and increase program and project support capacity.**
- **Increase Administration hours to improve service quality**
- **ILC - Increasing Economic Participation Grant \$350k will fund an online job readiness skills training program for NDIS support services and SQW programs**
- **Allocate 350k of savings to support program development, capital works and update of equipment**

One of the service delivery challenges that have emerged from transitioning to NDIS has been how to support/fund the quality of our services with the needed administration, important SRV staff training, supervision and other backend planning and support hours. In our previous strategic plan, we allocated some savings to support initial administration and planning hours that were required for the NDIS transition. Due to the changes in NDIS rates, our careful monitoring of the new business model income and expenses, and, our investment strategy of existing capital, we are now able to resource some of these needs in 2021 – 2023.

The growth of our support services with NDIS and the increase in SQW programs has highlighted the need to review position descriptions, work processes and tasks. This will help to identify any changes that need to be made to current roles or the need for additional roles to be developed.

We have been very fortunate to have continued funding for SQW programs. To address any potential risk of funding loss we will expand our job readiness skills training service to an on-line platform that will enable a more flexible training options that can span across NDIS service users and other community members who are unemployed or under employed. We have also invested in training a Mental Health First Aid Instructor who will be providing MHFA training for our clients and the broader Caboolture community/business community.

5 SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • SRV successful program history • Partnership with the CCWCo-op • Staff feedback – management leadership skills • Programs have a personal approach – develops friendships • Built savings \$ • BT is unique fills a niche • BT reputation – well respected • Have a waiting list of people wanting our services • BT walks the talk – empowering people with disability to participate 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Limited in scope of services/hours • Can't leverage economy of scale • Limited to NDIS and SWQ \$ • Gap between support needs and funding capacity • Staff working for free on days off • No built-in redundancy • Gap between what families want and what is being delivered • Limited fulltime employment opportunities • Limited career progression for staff • Can't serve demand
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Unemployment increasing in the community – more lifestyle coaches available • Complimentary niched providers connecting with BT • Increasing uptake and interest in SRV • Appetite for diverse workforce • NDIS pushing for a greater emphasis on employment goals • Available grants – GCBF/ILC/SWQ/Other capital works and projects • Benefactors • Demand for micro business services – Café, mowing activities • Increase in volunteer workforce • Rise in micro businesses 	<p>THREATS</p> <ul style="list-style-type: none"> • Transitional \$ savings will be used up by end of 2022 • Council not approving shed and shed upgrades • Service users moving to other providers • Staff leaving to become a self-employed service provider • Competition from job networks • Increase in unemployment with increase in competition for jobs

6 Strategic Partners

Having key partners and working “Together” is a foundation of Better Together history and future. Building and maintaining these relationships is a key strategic objective for the organisation moving forward. Better Together partners include:

Formal Partners	Informal partner
Caboolture Community Work Cooperative PCYC Designer Life Major Training Recklink Moreton Bay Regional Council Caboolture Disability Support Network	Skilled Centred University of the Sunshine Coast Lions Club Caboolture Probus Caboolture Fitness in Motion Connections Community Living Association

7 Acknowledgements

Better Together would like to thank and acknowledge:

- The Traditional owners of the land on which Better Together is based. We pay our respects to the Elders, past present and emerging.
- All the people and their families who place trust in us and our services
- All our Volunteers, including staff who have generously volunteered their time
- All our wonderful staff for their dedication and commitment
- The CCWCo-op for a collaborative and creative partnership
- The Better Together Committee and CCWCo-op Board Members
- And everyone else who has help shape and support Better Together into the organisation it is today.

