



*Lamp*  
Excellence in mental health

# STRATEGIC PLAN 2020-30



## **Acknowledgement of Country**

Lamp Inc acknowledges the Traditional Owners of country throughout Australia and South West Boojara, specifically the Wadandi and Piblemun people of the South West region and we recognise their continuing connection to land, waters and community. We pay our respects to them and their cultures; and to elders both past, present and emerging.

### ***Document control***

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## Introduction

Lamp Inc (Lamp) is a community-led organisation which supports people living with mental health challenges, their families, carers and community, to enjoy a quality life through connection, inclusion, advocacy, and a holistic approach.

Founded in January 1997, the organisation has grown from a small volunteer based local group into a dynamic non-for-profit regional agency. Lamp is proud to work with and in support of consumers and carers living in the South West of Western Australia.

The head office is located at 226 Bussell Highway, Busselton in the regional district of the Vasse-Leeuwin with service spaces also hosted in Bunbury and Bridgetown. Lamp delivers service programs in Margaret River, Cowaramup, Augusta, Harvey, Capel and Manjimup, and provides outreach support across the Warren-Blackwood and surrounding South West region.

Significant population growth throughout the South West and increasing demands for services has impacted on the growth of Lamp over the last ten years. Lamp has now grown to a point where it is an accredited service provider for Disability Service Commission and National Disability Insurance Scheme (NDIS), with its main funding partners being NDIA, Mental Health Commission and the Department of Communities.

Lamp now runs a wide range of programs for clients and consumers. This includes:

- Recovery based, psychosocial and living skills programs
- In-home support programs
- Youth centre based social and counselling programs
- Community education and training programs
- Family counselling and homelessness housing support mental health
- National Psychosocial Service Measure (NPSM) complex care
- In-school programs, Indigenous and CaLD youth and family support services
- NDIS plan coordination.

To support its service delivery, Lamp has:

- A fleet of support vehicles
- Offices in Busselton, Bunbury and Bridgetown
- An employee base of 24 and a growing number of casual staff working in the NDIS
- Volunteers in excess of 25.

## Our environment

In planning for the future, Lamp must take into consideration changes to the current environment and how this will impact the organisation and its services.

### Population growth

Currently more than 179,000 people are residents of the South West (map). By 2031 it is anticipated about 226,000 people will reside in the region (Source: Remplan, Department of Primary Industries and Regional Development). This prediction of population expansion will continue to place additional pressure on Lamp for service demand, along with ever increasing governmental (State and Federal) funding cutbacks and thin markets of qualified and suitable workers.

### Inclusive service planning within NDIS

Lamp is called to deliver a wide range of mental health supports, which is complicated by the NDIS individualised funding service scheme. Lamp is required to be innovative, flexible and responsive to future service planning. Future focus areas include extended programs in youth, Aboriginal, culturally and linguistically diverse (CaLD) and lesbian, gay, bi-sexual, transgender, intersex and queer (LGBTIQ+) services within mental health, as well as involvement in new initiatives for dual diagnosis mental health support and drugs and alcohol use.

Lamp continues to embrace new initiatives and avenues of support for Carers and Consumers and is dedicated to the provision of leadership roles with local community service provider consortiums and the pursuit of funding opportunities by which to provide quality inclusive programs to the local community members.

A challenge and opportunity for Lamp is the evolving minority groups within the South West community, particularly for Aboriginal, CaLD and LGBTIQ+. Australians returning to live in Australia following the COVID-19 pandemic is another group who have unique social and wellbeing needs.

### Lack of housing

The South West is facing an affordable housing crisis, with a lack of smaller homes available for rent particularly in popular tourist areas like Busselton, Dunsborough, Margaret River and Augusta. This is evidenced to be an ongoing fundamental barrier for Lamp clients who are experiencing mental health challenges. This includes a real lack of specialised rehabilitation services and supported living options for those when in need. Lamp firmly believes housing first is a critical success factor in mental wellbeing and supports further social housing development in the region.

### Rigid funding and requirements

Lamp is experiencing increasing difficulty in focusing on its services and program delivery due to audit work and evaluations from funding providers. These requirements can occur at multiple times throughout the year. Being a small non-for-profit, Lamp is unable to simply run a report for such audits; it is a very manual and time consuming process. Increased requirements also reduce the time available for staff to look into tools and process efficiencies which improve such areas of the business.

Due to the individualised NDIS funding model, there is now no funding available to assist the administration running of Lamp. This impacts on a range of business functions, from Human Resources to legal, clinical support, legal advice or IT.

Funding providers also do not allow mechanisms for feedback, particularly the NDIS, which makes it difficult to pursue improvements. An example includes three monthly price changes within NDIS that requires manual updating of Lamp systems and paperwork.

### Workforce

The human services sector has been moving towards a gradual casualisation of the workforce which has significantly impacted retention and sense of security within Lamp. Lamp is challenged to find mechanisms where staff can experience security within funding models which do not support it.



## How this plan was developed

This plan has been developed to provide a clear strategic focus for the future of Lamp and how we will evolve to support our changing community environment.

This draft has been produced through engagement with the Lamp Board and Lamp staff.

The draft is open for feedback from the wider community and Lamp membership base from Wednesday 23 September 2020 for two months, closing on Friday 27 November 2020.

Through this time, Lamp invited target groups to have their say on the draft plan, to ensure their needs are accurately reflected. This included invitations to groups like:

1. Aged
2. Culturally and linguistically diverse
3. Aboriginal communities
4. LGBTQIA+
5. People not eligible for NDIS

A total of 7 responses were received and used to finalise this plan. The final plan was endorsed by the Lamp Board at their meeting on 15 February 2021.

Responses included:

*“With the lions share of mental health funding orientated towards crisis, we support organisations that focus on Community Based service provision and support. Lamps vision gives places it well to remain relevant, utilised and successful in continuing to operate in an underfunded area of mental health.”*

*“These are all important areas of focus. As mentioned prior, innovation and resilience are of extra importance due to the impact of COVID but also funding changes. Quality and inclusivity should always be a focus across the board and while education and advocacy has improved from where it has been there is still a lot of room for improved education, and advocacy especially for people trying to navigate interactions with service providers and medical professionals as this can sometimes be daunting and confusing.”*

## How to read this plan

Individual timelines have not been set for each objective due to the rapidity of service changes and the unpredictability of environmental factors. However, the CEO, Management, staff and Lamp Board commit to meeting at times to be arranged throughout the year to discuss and review this plan. The plan is scheduled to be reviewed again in four years' time at the least.

## Our vision

Lamp is a resilient, innovative, and diverse mental health service provider that is solution focused, adaptive and unique.



## **Our role**

Lamp is a community-led organisation which supports people living with mental health challenges, their families, carers and community, to enjoy a quality life through connection, inclusion, advocacy, and a holistic approach.

## **Our guiding principles**

“The way we work” at Lamp:

1. We are a consistent and reliable force in the South West community dedicated to mental health service over the long term
2. We are welcoming of all and uphold the rights and dignity of people from all backgrounds and groups
3. We ensure the voice of people living with mental health challenges is heard, including their families, friends and carers and that their views and rights are included in the decision-making process of the organisation
4. We work within the principles and practices of accountability, transparency, and collaboration






## Our focus for 2030


Lamp's strategic focus over the next 10 years is centered on four action areas:



## Key action areas

Action area	Objective	Strategies	Who	Evidence
 <p>1. Organisational Resilience</p>	<p>We maintain and develop organisational resilience through adaptable and diverse mental health services and service spaces, through innovative business initiatives and responsiveness to revenue and funding opportunities.</p>	<p>1.1 Deliver an adaptive and dynamic service environment that is adaptive to evolving community need</p> <p>1.2 Pursue collaboration and partnerships with stakeholders who share in our values and mission</p> <p>1.3 Maintain and grow funding and revenue bases which enable Lamp to meet the communities needs</p> <p>1.4 Facilitate fundraising and philanthropic activities and engagement on a regular basis through Friends of Lamp</p> <p>1.5 Develop Lamp service spaces across the South West region which enable sustainability and consistency of service</p> <p>1.6 Develop an inclusive workplace culture where all staff and volunteers are regularly recognised for their ideas and dedication</p> <p>1.7 Deliver consistent governance of Lamp operations through effective decision making and support to the Executive</p> <p>1.8 Ongoing strategic and operational risk management for sustainable service deliver</p>	<p>CEO, Management, Staff</p> <p>CEO, Board, Staff</p> <p>CEO</p> <p>Board Friends of Lamp sub-committee, &amp; CEO</p> <p>CEO, Management</p> <p>CEO, Management</p> <p>Board</p> <p>CEO, Board,</p>	<p>Customer feedback regularly indicates their needs are being met.</p> <p>Lamps leadership roles regionally and within metropolitan Western Australia.</p> <p>Increasing revenue bases. A positive annual net operating cost is achieved each year.</p> <p>Continuing financial support evidenced by greater community.</p> <p>Number of active Lamp service spaces within the South West region each year.</p> <p>Staff feedback regularly indicates an inclusive and healthy work environment.</p> <p>There is a healthy functioning relationship between the Lamp Board and the Executive.</p> <p>Regular discussion and monitoring of risk at board and staff meetings.</p>

			Staff	
 <p>2. Quality and inclusive services</p>	<p>We deliver exceptional and competitive services which are inclusive and accessible for all and maintain the social well-being, dignity and personal independence of people living with a mental health challenges in the South West region.</p>	<p>2.1 Lead mental health service delivery in the South West region through dignity, integrity and respect for all clients</p> <p>2.2 Provide a diverse range of psychosocial, living skills and recreational programs that build experience and connection for clients</p> <p>2.3 Develop services which best support vulnerable groups in our community including aged, culturally and linguistically diverse, Aboriginal communities, LGBTQIA+ and for people not eligible for support through NDIS</p> <p>2.4 Provide outreach support services for carers, families and friends including advocacy, education and group supports</p> <p>2.5 Proactively engage regional stakeholders to share information and foster a collaborative service sector</p>	<p>Board, CEO, Management</p> <p>Management, Staff</p> <p>CEO, Management, Staff</p> <p>CEO, Management</p> <p>Board, CEO, Management</p>	<p>Range and number of opportunities offered and attendance records including members feedback on quality.</p> <p>Increasing involvement of clients with other community groups and activities.</p> <p>Regular feedback indicates the needs of diverse groups are met and services are accessible to all. Sustainable service streams are developed for people not eligible for NDIS.</p> <p>Number of activities each year that support carers, families and friends.</p> <p>Participation in various regional human services networks groups through regular meetings and sharing of service information.</p>
 <p>3. Mental health education and advocacy</p>	<p>We develop community awareness of the effects of mental health challenges, avenues available for support and we uplift their voice by regularly advocating their needs across the social service and government sectors.</p>	<p>3.1 Deliver a communications campaign that educates the community on evolving mental health challenges, positive messages and access to services</p> <p>3.2 Create spaces and events which facilitate learning and increased understanding of addressing mental health challenges in the</p>	<p>CEO, Management</p> <p>Board, CEO, Management</p>	<p>Increasing online engagement through Lamp website and social media channels. Regular newspaper and radio advertisements that reach across the region.</p> <p>Number of community events each year that deliver mental health education and learning for all.</p>

		<p>community</p> <p>3.2 Empower clients to regularly voice their needs and elevate their feedback to health funding providers through all available opportunities</p> <p>3.4 Engage local, regional and state leaders to lobby for funding and advocate for improved community mental health outcomes.</p>	<p>CEO, Management</p> <p>Board, CEO, Management</p>	<p>Regular advocacy of Lamp clients and their needs evidenced at state level discussions.</p> <p>Number of advocacy letters lodged each year with various levels of government and health agencies that help to address a fragile funding environment.</p>
 <p>4. Innovation</p>	<p>We value an innovative organisational culture, where we are open to change and where we actively evolve to meet a constantly changing environment.</p>	<p>4.1 Proactively deliver feedback and pursue improvements for the NDIS and other key funders to reduce the level of auditing, paperwork and complexities involved with government funded service models</p> <p>4.2 Routinely assess how we work including our organisational performance and productiveness and document areas for improvement</p> <p>4.3 Develop the brand and marketing material of Lamp to portray consistent, professional, and welcoming services</p> <p>4.4 Regularly identify technology needs that deliver business efficiencies and service reach, including online supports and information</p> <p>4.5 Enable mechanisms for staff to regularly participate to improve their skills, knowledge, tools and processes</p>	<p>CEO, Management</p> <p>CEO, Management</p> <p>CEO, Management</p> <p>CEO, Management</p> <p>CEO, Management Staff</p>	<p>Number of engagements with the NDIS administration delivering proactive feedback.</p> <p>Minimum annual organisational improvement plan is shared with the Board.</p> <p>Marketing material is consistent and professional across all mediums and services.</p> <p>Online content gradually increases over time and service information is readily available.</p> <p>Regular performance reviews with all staff enabling space for two way honest feedback.</p>



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- Speak and Listen users phone 1300 555 727 then ask for 08 9780 5255
- Internet relay users connect to the NRS [www.relayservice.com.au](http://www.relayservice.com.au) then ask for 08 9780 5255