



# **STRATEGIC PLAN**

**1<sup>st</sup> July 2017  
to  
30<sup>th</sup> June 2020**

## **Our Mission**

Anglicare North Coast provides caring services to those in need.

## **Our Values**

Fairness

Respect

Integrity

Compassion

Inclusiveness

## **Our Vision**

Our vision is for a community where there is love, peace, justice, reconciliation and dignity for all.

## **Our Identity**

Anglicare North Coast was established in 1999 as the social justice and welfare arm of the Anglican Diocese of Grafton, in recognition of the need for a professional, practical, and caring Christian ministry in the Diocese.

Anglicare North Coast seeks to build and maintain partnerships with Ministry Units of the Diocese.

Since its inception, Anglicare North Coast has delivered a wide range of caring services to those in need across the north coast of NSW, seeking to operate prudently in order to remain as a viable and sustainable organisation for the long term future.

Anglicare North Coast is a member of Anglicare Australia, a network of 36 agencies from across Australia, as well as associate members in New Zealand, Singapore and Papua New Guinea.

## **Current key areas of focus:**

### **Independence, Dignity and Diversity**

*Enabling our clients to gain independence and dignity, whilst maintaining their individual and cultural diversity*

### **Safe and affordable homes**

*Enhancing opportunities for people in our region to have access to safe and affordable homes*

### **Governance, Compliance and Risk Management**

*Improving our effectiveness through excellence in our Governance, Compliance and Risk Management practices.*

### **Human Resource Management**

*High quality Human Resource Management*

### **Organisational strength, identity and longevity**

*Build organizational strength and our identity as a key agency in the region in order to sustain organizational longevity*

## KEY AREAS AND STRATEGIC GOALS 2017-2020

KEY AREA	GOAL/S
<p><b>1. Independence, dignity and diversity</b></p> <p><i>Enabling our clients to gain independence and dignity, whilst maintaining their individual and cultural diversity</i></p>	<p><b>Goal 1.1</b> Design and initiate supportive and empowering client centred services.</p> <p><b>Goal 1.2</b> Provide leadership in community capacity building activities and programs.</p> <p><b>Goal 1.3</b> Drive cultural diversity, access, equity and social justice.</p> <p><b>Goal 1.4</b> Identify gaps and deliver services specifically aimed at assisting culturally diverse groups to fully participate in community life.</p>
<p><b>2. Safe, affordable and appropriate homes</b></p> <p><i>Enhancing opportunities for people in our region to have access to safe and affordable homes.</i></p>	<p><b>Goal 2.1</b> Be a leader in the provision of affordable housing solutions.</p>
<p><b>3. Governance, Compliance, and Risk Management</b></p> <p><i>Improving our effectiveness through excellence in our Governance, Compliance and Risk Management practices</i></p>	<p><b>Goal 3.1</b> Facilitate best practice in governance to ensure the organisation operates and grows in an optimal manner.</p> <p><b>Goal 3.2</b> Obtain a diversified revenue base to reduce dependence on government funding.</p> <p><b>Goal 3.3</b> Implement prudent risk management practices.</p>
<p><b>4. Human Resources</b></p> <p><i>High quality Human Resources Management</i></p>	<p><b>Goal 4.1</b> Implement program of succession planning.</p> <p><b>Goal 4.2</b> Ensure there is an effective worker professional development program in place.</p> <p><b>Goal 4.3</b> Ensure effective HR systems are in place.</p> <p><b>Goal 4.4</b> Become an 'Employer of choice'.</p>

KEY AREA	GOAL/S
<p><b>5. Strengthen our position as a key player in the community services sector across our region</b></p> <p><i>Build organizational strength, longevity and identity as a key agency in the region</i></p>	<p><b>Goal 5.1</b> Be a progressive, adaptable service delivery agency in the long term (i.e. beyond the next 3 years);</p> <p><b>Goal 5.2</b> Strengthen our organisational identity and profile throughout the region to gain recognition as a key community services agency in the region;</p>

KEY AREA	GOAL	STRATEGIES	TASKS	TIMEFRAME
<b>Key area 1:</b> <b>Independence, Dignity and Diversity</b>  <i>Enabling our clients to gain independence and dignity, whilst maintaining their individual and cultural diversity</i>	<b>Goal 1.1</b>  Design and initiate supportive and empowering client centred services.	1. Implement a Care Governance system that includes: <ul style="list-style-type: none"> <li>• effective client feedback mechanisms;</li> <li>• effective stakeholder feedback mechanisms;</li> <li>• effective systems for measuring client outcomes;</li> <li>• Client involvement in service design where possible.</li> </ul>	Design a care governance system that has a systemic approach, is clearly communicated and supported by policy and appropriate resource allocation;	31.12.19 (CEO)
			Engage in AA Care Governance network;	Once per year (CEO and LSSD)
			Design and implement client feedback mechanisms for all programs;	31.12.17 (CEO)
			Review the operation of each program annually and identify areas where client feedback / client involvement can be implemented.	31.12.17, 31.12.18, 31.12.19 (CEO)
	<b>Goal 1.2</b>  Provide leadership in community capacity building activities and programs.	1. Develop partnerships with parishes through MU grants.	Identify focus of grants in June 2017 and develop application package;	30.8.17 (CEO / Board)
			Allocate funds in budgets for MU grants;	31.7.17 (Board)
			Advertise grants to all other Ministry Units via ANC website, NCA, Clergy update and Anglicare Sunday;	30.9.17 (Marketing Officer)
			Evaluate the success of the program and determine if worth continuing.	30.11.17 (CEO / Board)
			2. Conduct community education forums.	Conduct budgeting workshops

		3. Undertake a range of advocacy activities.	Participate in Anglicare and NCOSS forums and seek local media coverage;	Minimum 3 x yrly (CEO)
		4. Participate in strategic capacity building forums.	Participate in Anglicare Australia Housing and Homelessness Strategic alliance, Housing and Support interagencies, DV forums and Local Area Coordination committees.	Minimum 3 x yrly (Manager MS and Manager CS)
	<b>Goal 1.3</b>  Drive cultural diversity, access, equity and social justice.	1. Engage with the various cultural groups with whom we work to learn about their cultural practices and needs;	Identify and regularly review the major CALD cultural groups with whom we work in the Coffs Harbour region;	Identify by 30.6.18 Review annually by 31 <sup>st</sup> December each year (Manager 3Es)
			Identify the different ATSI groups in the Clarence Valley and Ballina regions who we currently work with or are likely to work with in the near future;	Identify by 31.12.17 Review annually by 31 <sup>st</sup> December each year (Manager Com Serv)
			Meet with key ATSI stakeholders to develop a Reconciliation Action Plan;	31.12.17 (Manager CS)
		2. Ensure all policies and procedures are culturally appropriate;	Review operational policies and procedures on 3 yearly basis, with particular focus on cultural appropriateness.	As per policy review schedule (Leadership team)
		3. Ensure all workplaces are culturally friendly;	Provide cross cultural training for all new workers	31.12.17, 31.12.18, 31.12.19 (CALD – Manager 3Es Indigenous – Manager CS)

			Engage representatives from at least 3 different cultural groups to inspect public areas of all of our offices (including entry, reception, meeting rooms and client interview rooms) to provide feedback on ways of making these spaces more culturally friendly, where appropriate.	31.12.18 and thereon once every 3 years. (Leadership team)
	<b>Goal 1.4</b>  Identify gaps and deliver services specifically aimed at assisting culturally diverse groups to fully participate in community life.	1. Maintain existing refugee settlement services;	Submit tenders for ongoing government funding for refugee and migrant programs;	As they arise (Led by CEO and LSSD, including Managers of CS and 3Es)
		2. Operate programs for specific cultural groups, e.g.: housing, mental health support and DV services for new migrants;	Review needs and develop programs for specific cultural or other community groups (e.g. EEE for women)	Review needs annually by 31.12 each yr Run min. 1 program per yr (Manager 3Es and Manager CS)
		3. Provide community capacity building activities and programs to enhance our clients acceptance in the communities in which we work;	Participate in various cultural activities (e.g. Harmony Day, Refugee Week, Naidoc week)	As they occur – min. 2 x yrly (Manager CS and Manager 3Es)
			Conduct education programs for clients and stakeholders;	Minimum 2 x yrly (Manager 3Es)
			Contribute to interagency forums, both culturally specific and mainstream, regarding cultural diversity;	Minimum 2 x yrly (Manager 3Es)

<p><b>Key area 2:</b></p> <p><b>Safe, affordable and appropriate homes</b></p> <p><i>Enhancing opportunities for people in our region to have access to safe, affordable and appropriate homes</i></p>	<p><b>Goal 2.1</b></p> <p>Be a leader in the provision of affordable housing solutions.</p>	1. Grow the Affordable Housing Foundation	Achieve a surplus, for allocation to the AHF, from the operation of GR8Clean	31.12.18 (MCS)
			Promote the AHF and secure additional donations;	(CEO)
		2. Increase our existing community housing stock.	Use funds from AHF to acquire properties for use as affordable housing;	30.6.18 (Board / CEO)
			Maintain existing community housing registration and stock;	31.12.17, 31.12.18, 31.12.19 (Manager CS)
		3. Develop partnerships with other providers, including Aboriginal housing providers and local Councils.	Explore opportunities for increasing stock, such as public housing transfer programs and government funding opportunities.	As they occur (LSSD and Manager CS)
		4. Build relationships / partnerships with landlords and real estate agents aimed at increasing rental options for low income persons, including those with support needs.	Financial Counsellor to network with landlords and advocate for tenants at risk of eviction	Min 2 / yr (Manager CS)
			Engage in housing related networks with potential partners	Min 2 / yr (Manager CS)
		5. Provide professional tenancy education and support to assist both tenants and landlords.	Engage a housing support worker to advocate for and support tenants;	30.09.18 (Manager CS)
			Continue to deliver through Australia School;	Ongoing – min. 3/yr (Manager MS)
		6. Engage with research and other activities to achieve more affordable housing.	Explore innovative models for affordable housing for single people (eg: shared housing);	30.06.18 (Manager CS)
			Explore 'rent to own' models, such as the Anglicare SA model;	30.06.18 (Manager CS)



			Ongoing involvement with Rental Affordability Snapshot;	30.04.18, 30.04.19, 30.04.20 (ER Coord., CEO)
			Analyse new census data when available to determine key demographics;	30.08.17 (CEO)
			Undertake research to identify locations with highest levels of need for housing and to identify groups in highest need (eg single or older people);	31.12.17 (CEO)
			Collect and analyse client statistics for all programs;	31.08.17, 31.08.18, 31.08.19 (Manager CS, Manager 3Es, LSSD))
			Engage in Anglicare CEO forums and NCOSS forums;	Min. 2 x Anglicare forums + 2 NCOSS events /yr (CEO / LSSD)
		7. Raise awareness of client issues in the community to encourage support and understanding of client issues.	Engage in media advocacy to highlight client issues and the need for additional affordable housing;	Ongoing, min, 4/yr (CEO)
			Include video clips of client stories on our website.	30.9.17 (CEO)
			Collect and facilitate the telling of client stories;	30.06.18, 30.06.19, 30.06.20 (Leadership team)

KEY AREA	GOAL	STRATEGIES	TASKS	TIMEFRAME
<b>Key area 3:</b> <b>Governance, Compliance and Risk Management</b>  <i>Improving our effectiveness through excellence in our Governance, Compliance and Risk Management practices</i>	<b>Goal 3.1</b>  Facilitate best practice in governance to ensure the organisation operates and grows in an optimal manner, achieving desired outcomes.	1. Annual Board and CEO governance training;	Chair to organise annual Board and CEO governance training as well as initial training and induction for all new board members within first 3 months of appointment.	31.3.18, 31.3.19, 31.3.20 (Chair)
		2. Annual board self-review.	In conjunction with the Chair, CEO to facilitate annual board self-review.	31.12.17, 31.12.18, 31.12.19 (Chair / CEO)
		3. Internal review of operations	Provide Board with feedback from funding bodies regarding our compliance with legislation and funding agreements;	31.10.17, 31.10.18, 31.10.19 (CEO)
			Annual report to Synod including reporting against purposes identified in Ordinance;	31.5.18, 31.5.19, 31.5.20 (CEO)
			3 yearly review of all governance policies and procedures, including review of compliance with current legislation.	31.12.17, 31.12.18, 31.12.19 (CEO)
		4. External 3 yearly review.	Engage external organisation to review governance, compliance and risk management.	31.12.19 (Board)

	<b>Goal 3.2</b> Obtain a diversified revenue base to reduce dependence on government funding and to enable the organisation to meet identified community need.	1. Develop social enterprises by reinvesting surpluses in new business development aimed at increasing revenue;	Board to consider allocation of any surplus achieved to the development of a new social enterprise or the expansion of an existing social enterprise at the September Board meeting each year.	31.8.17, 31.8.18, 31.8.19 (Board)
		2. Increase donation and sponsorship income;	Encourage workers to participate in workplace giving;	CEO
			Develop individual and corporate donor system.	CEO
	<b>Goal 3.3</b> Implement prudent risk management practices.	1. Implement effective financial reporting systems;	Monthly review of financial position and performance by Board and senior management;	Monthly (CEO / Board)
			External annual audit;	End of each financial year (Board)
			External financial health check;	31.12.19 (Board)
		2. Implement policies and procedures to identify and respond to potential risks.	Ensure adequate insurance coverage is in place for all assets and aspects of our business;	30.6.18, 30.6.19, 30.6.20 (CEO / Board)
			Review WHS reporting systems;	31.12.17, 31.12.18, 31.12.19 (CEO)
			Obtain valuations of ANC owned properties	31.12.18 (CEO)

KEY AREA	GOAL	STRATEGIES	TASKS	TIMEFRAME		
<b>Key area 4:</b> <b>Human Resources</b>  <i>High quality human resource management practices</i>	<b>Goal 4.1</b>  Implement program of succession planning.	1. Develop a succession plan;	Prepare a succession plan for the organisation that covers all essential roles for a minimum 4 week period.	31.12.17 (CEO )		
			Provide opportunities for workers to act in roles involving higher duties;	Ongoing (CEO)		
			Develop comprehensive practical guide for all key positions (e.g. key contacts, reporting requirements etc.)	Management team (31.12.18)		
				2. Leadership development for senior management;	Organise leadership training for Leadership team	31.12.18 (CEO)
					At least 2 members of Leadership team to attend AA conference annually	30.9.17, 30.9.18, 30.9.19 (CEO)
	<b>Goal 4.2</b>  Ensure there is an effective worker professional development program in place.	1. Professional development of all workers.	Review each worker's professional development needs at least annually during performance reviews to identify training needs;	31.12.17, 31.12.18, 31.12.19 (All members of Leadership Team)		
			Annual organizational Professional Development plan;	31.5.18, 31.5.19, 31.5.20 (CEO / Leadership Team)		

			Allocate sufficient resources to meet identified professional development needs;	30.6.18, 30.6.19, 30.6.20 (CEO)
			Annual review of all position descriptions.	31.12.17, 31.12.18, 31.12.19 (All members of LeadershipTeam)
	<b>Goal 4.3</b> Ensure effective HR systems are in place.	1. Develop and review HR Systems.	Engage a dedicated HR Officer;	31.12.18 (CEO)
			External review of HR systems at least every 3 years by an independent expert;	31.12.19 (HR Officer)
			Ensure HR officer attends appropriate training (including FWA and NSW IR webinars);	31.12.17, 31.12.18, 31.12.19 – min 2 x yrly (CEO)
	<b>Goal 4.4</b> Become an 'Employer of choice'.	1. Provide a flexible work environment and maintain high worker retention rates;	Survey all staff about what they value about their current conditions of employment, what they would like included and how satisfied they are with their conditions; (Also applicable to following strategy)	31.10.17, 31.10.18, 31.10.19 (CEO, HR Officer)
			Measure worker turnover annually, including reasons for turnover;	31.10.17, 31.10.18, 31.10.19 (CEO, HR Officer)

		2. Maintain high levels of worker satisfaction.	As per previous strategy.	
		3. Attract appropriate workers.	Articulate our employment conditions in an attractive manner on our website;	30.9.17 (CEO)
			Include worker testimonials as video clips on our website;	31.12.17(CEO)

<p><b>Key area 5:</b></p> <p><b>Organisational strength, identity and longevity</b></p> <p><i>Build organizational strength and our identity as a key agency in the region in order to sustain organizational longevity</i></p>	<p><b>Goal 5.1</b> Be a progressive, adaptable service delivery agency in the long term (i.e. beyond the next 3 years)</p>	<p>Develop a comprehensive picture of our external operating environment;</p>	<p>Undertake comprehensive environmental scan including factors such as regional needs and current services available to meet such needs.</p>	<p>30.6.18 (LSSD and Leadership team)</p>
			<p>Identify current service delivery gaps</p>	<p>30.9.18 (LSSD and Leadership team)</p>
			<p>Review our capacity to meet gaps and emerging opportunities</p>	<p>31.12.18 (LSSD)</p>
		<p>Keep abreast of new funding models and service delivery opportunities</p>	<p>Identify new and emerging funding models (eg consumer directed funding models);</p>	<p>30.9.18 (LSSD)</p>
			<p>Identify potential new service delivery opportunities</p>	<p>31.12.18 (LSSD and Leadership team)</p>
		<p>Be prepared for new funding and business models and new service delivery opportunities;</p>	<p>Identify systems changes that would be need to enable us to operate under alternate funding models.</p>	<p>30.3.19 (LSSD)</p>
			<p>Implement new systems for opportunities deemed worth pursuing.</p>	<p>30.6.19 (LSSD)</p>
			<p>Identify and enter into a range of key partnerships and strategic alliances;</p>	<p>31.12.19 (LSSD)</p>
			<p>Apply for funding for new opportunities identified</p>	<p>30.6.19 – 30.6.20 (LSSD and relevant Manager - as identified by CEO)</p>

			Organise forums on key topics (eg affordable housing) with political candidates prior to each state and federal election.	Within 4 week period prior to each election (CEO)
		Increase our media profile through a proactive approach;	Actively seek out media coverage of all key events throughout the year and key topics relevant to a faith based, lead agency..	Min. 3 times per calendar year (CEO)
		Increase our profile with funding bodies through a proactive approach	Provide copies of relevant media activity to funders;	Min. once per year (Relevant program Manager)
			Provide copy of annual report;	Annually by 31 <sup>st</sup> Oct (Relevant program Manager)
			Regularly advise ‘ good news’ stories;	Min. once per year (Relevant program Manager)
		Increase our profile with Diocesan bodies	Meet at least once each year with key representatives of every Diocesan body, including parishes and schools	Min. once per year (CEO)
			Establish Anglicare reps in each Diocesan body	31.12.17 (CEO)



			Engage minimum of 5 Diocesan bodies in fundraising activities each year;	31 <sup>st</sup> Dec each year (CEO)
			Annual Anglicare Sundays in parishes and schools	Anti-Poverty week annually (CEO)
			Develop a relevant study for parishes and schools to engage in during each year (eg Lenten studies)	Annually during Lent (CEO)