

Strategic Plan 2020-2022

Our Mission

Anglicare North Coast provides caring services to those in need.

Our Values

Fairness

Respect

Integrity

Compassion

Inclusiveness

Our vision

**Our vision is to make a difference in our community
by promoting love, peace, justice, reconciliation, and dignity for all.**

Our Identity

Anglicare North Coast was established in 1999 as the social justice 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.

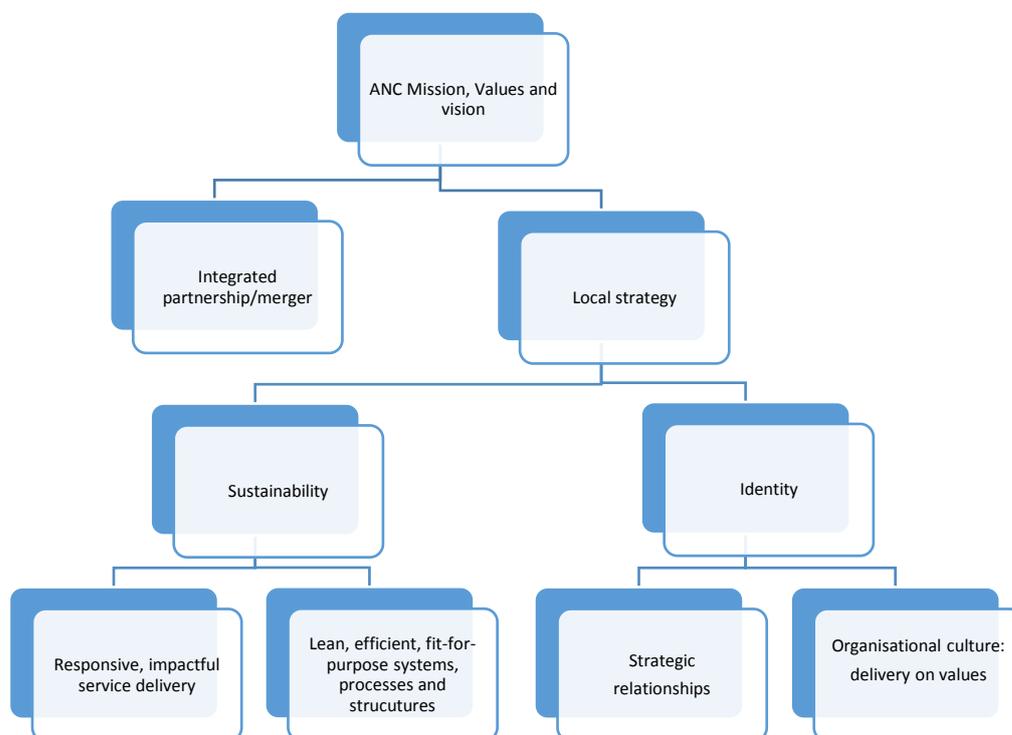
Anglicare North Coast is a member of Anglicare Australia, a network of 36 agencies from across Australia, as well as associate members in New Zealand, Singapore and Papua New Guinea.

Introduction

In 2018, an independent consultant was engaged to conduct an Organisational Review and make recommendations regarding the future of the organisation. Three strategic scenarios were developed as a result of the review, with two preferred options focusing on an increase in partnership, alliance, or merger with other local providers or with a larger Anglicare provider. An Organisational Review sub-committee was formed, and in 2019 the work of this committee focused on the possibility of a partnership/merger with The Samaritans, an agency of the Anglican Diocese of Newcastle. This option aligns with Strategic Scenario Three presented in the 2018 Review, which also includes a number of subordinate recommendations and observations to help focus the interim direction of ANC until a partnership or merger can be realised.

Strategic focus 2020-2022

Local strategic objectives provide an interim strategic direction for Anglicare North Coast while the possibilities of an integrated partnership or merger are developed alongside. The local strategy identifies two key strands of strategic focus, each of which contains two specific goals. This local strategy enables ANC to strengthen itself to continue a strategic journey that will serve the organisation into the future whether that future is in a single integrated partnership with another organisation, or remaining as an independent entity engaged in a variety of relationships.



Key words: Sustainability, impact, values, efficiency, identity, culture, partnership.

Strategic Focus 2020-2022

Strategic Focus	Key Area	Goal	Priorities
Sustainable organisational and governance structure into the future	<u>Partnership</u> ANC will create a culture of partnership both to reflect that the spirit of working together reflects the creator and that collaboration with other entities will enhance the work of ANC.	To ensure the long-term viability and effectiveness of ANC as the welfare and social justice arm of the Diocese through a commitment to strong and effective local governance and the development of an integrated partnership or merger with a larger Anglicare agency.	<ul style="list-style-type: none"> • Prepare ANC systems and processes for future merger or partnership. • Determine and consider structural options for governance of partnership in a dedicated planning meeting. • Clarify ANC's strengths and gifts that will be brought to a prospective partnership. • Commence operational partnership activities • Merge operational and administrative systems and processes • Recruit additional Board members using a matrix approach (skills/community/diocese representation) • Establish additional sub-committees to manage Risk, Finance, and Policy review/ Legislative compliance. • Manage and support Board performance and succession • Manage and support CEO performance and succession.
	<u>Governance</u> ANC as an organisation operating in a complex environment needs effective governance mechanisms to maintain organisational focus and manage risk.	ANC will strive to have a well-informed governance Board with a membership that reflects the ethos of the Anglican Church and a membership that embraces diversity and continuous governance improvement	
Local strategy to sustain, prepare and strengthen ANC prior or alternative to integrated partnership / merger	<u>Sustainability</u> ANC needs to remain relevant and impactful in how we deliver services. We will remain closely aligned with the communities we serve, identifying the	Responsive, impactful service delivery: We will focus our efforts on making a difference, so that the programs we deliver and the services we provide respond to the needs of our community and maximise the value we give to those who come to us for help and those who partner with us to provide help. We will seek to grow our service delivery by	<ul style="list-style-type: none"> • Making a difference: We will identify the outcomes that should result from our work and focus our efforts on helping people to achieve those outcomes. • Responding to needs: We will be in touch with the dynamic needs of our community by being local, informed, engaged, skilled and resourced to respond.

difference that we seek to make and doing so generously, while being purposeful and efficient in our business models.

investigating and developing new business opportunities in fields that are complementary to our expertise and strategically logical.
Lean, efficient fit-for-purpose systems, processes and structures: We will continue to provide caring services to those in need (our mission) by developing a 'low-cost/high impact' business model. We will employ highly skilled and motivated workers, keep our overheads to a minimum, use efficient and agile solutions that enable us to review and adjust our organisation to remain fit-for-purpose in a dynamic and competitive funding landscape.

- We will proactively undertake to retain business activities that reflect our corporate identity and legacy strengths, in response to community needs and growth trends. This will include opportunities to remain active in Multicultural work, Domestic Violence and family wellbeing, and housing services.
- Value for clients and partners: We will give value to those who come to us for help and to those who partner with us by *going the extra mile*: being generous with our time, resources and expertise.
- Review physical assets to ensure they are supporting the strategic goals.

Local Strategy (Cont'd)

Identity In order to enhance, protect and manage our identity as the social justice and welfare arm of the Anglican Diocese of Grafton, we will seek to be a good service partner and corporate citizen, resulting in strong agreements and partnerships that optimise our effectiveness and highlight our identity.

Relationships: We will foster a culture of engagement and partnership with local ministry units (Parishes, Ministry areas). We will develop strong and strategic partnerships with other providers, funding bodies, local communities, and parishes, and we will be identified as a dependable, competent, and innovative partner.
Organisational Culture: We will focus our organisational culture on the values that we uphold, seeking to preserve and enhance our capacity to deliver on our values by fostering a values-based organisational culture. This will be evident in our leadership, our internal relationships, our communications and our brand image.

- ANC staff attendance at identified diocesan and other gatherings such as Synod, Ministry School, Clergy Conference, Licensed Lay Minister days, Archdeaconry meetings etc.
- Update website and increase social media activity to promote our services and values in the community.
- Seek out and develop parish partnerships that merge ANC strengths with local needs.
- Review people management processes (performance, supervision) in line with organisational values to create a more supportive and developmental worker management structure.

Operational Plan 2020-21

Operationally, the 2020-21 financial year will articulate these strategic goals by strengthening current service delivery models to become more focused on the outcomes we seek to achieve, improving the efficiencies of our systems, processes and structures to deliver better value for money, focusing on growth through partnerships with other providers, turning our attention to the relationships we have with local communities including parishes, and strengthening our organisational culture and brand around the values that we uphold through conscientious relationships with workers and volunteers, and enhancing our online presence and presentation.

Goal	Task
1.1 Responsive, impactful service delivery:	<ul style="list-style-type: none"> • Identify the impact of services in lives of participants, and in the community. • Focus program budgets on the impact of direct services, and reduce the focus on program overheads and assets. • Increase agility of service provision: enable remote work, engage online, share knowledge, tasks, responsibilities within teams. • Develop business opportunities to grow our impact in areas that complement our identity and strengths through: business plans, grant submissions, acquisitions, partnerships, accreditations.
1.2 Lean, efficient fit-for-purpose systems, processes and structures:	<ul style="list-style-type: none"> • Develop the capacity of ANC Board as well as its diversity to reflect the communities being served. • Increase use of technology to assist with efficiency: Resolve Term Server / remote desktop limitations, internet access in Grafton and Maclean offices. • Develop risk management framework • Develop new approach to performance management, development and supervision.
2.1 Relationships	<ul style="list-style-type: none"> • Develop outcomes frameworks for all programs and activities • Review feedback mechanisms for clients, tenants, participants
2.2 Organisational Culture	<ul style="list-style-type: none"> • Review and develop enhanced website and social media engagement, to increase web traffic • Develop modes of interaction with local communities through parishes, including through op-shops. • Increase the horizontal interactions between ANC programs to improve internal cross-referral (between ANC program areas). • Review external service relationships and referral pathways for ANC stakeholders to improve external cross-referral (with other providers).