



Anglicare Central Queensland

# Towards 2020

Strategic Plan 2016-2020

*working with people to make the best of their lives*

**Anglicare**  
Central Queensland

# Introduction

Anglicare Central Queensland is a diverse and complex organisation working to achieve outcomes with a wide range of communities and individuals. Our Strategic Plan *Towards 2020*, indicates the 'focus' strategies that will position the organisation for a person centred sustainable future.

AnglicareCQ's strengths result from thirty years' experience and presence in the communities of central Queensland, from the coast to the border. Our staff, Board, and volunteers live in the communities they serve, in regional and remote locations. Our people take pride in our reputation and identity as an organisation that puts participants' needs first and operates with integrity. We deliver a diverse service offering, leading the way in our field.

AnglicareCQ will embrace a stronger future, with participants driving decisions about the direction of the organisation, the way we deliver services and the supports and care they access. Person first holistic practice that is strengths based, culturally competent and respectful of rights will make a measurable difference in their lives.

Investment in staff development will ensure we attract and keep great people to support those who choose to access our services. Technology will underpin responsive, agile and efficient service delivery. Partnerships and networking, including through Anglicare Australia add value to our work.

We are operating in an environment undergoing reform on many fronts, with external drivers of reduced government spending and contestability. Our proactive response to finance unmet need through targeted fundraising, balance sheet management and exploring debt finance and social impact investment promises a safe and secure future.

In order to support the wonderful people looking for our services, wanting to invest, and eager to work with us, more people need to know about us. Lifting our profile in the public domain will assist us maximise our social impact in CQ communities to meet peoples needs.

**Rhylla Webb**  
Chairman

**Suzie Christensen**  
Chief Executive Officer



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## Our vision

Working with people to make the best of their lives

## Our mission

We aim to empower and support participants, uphold human rights, and advocate for the removal of unjust structures, underpinned by collaborative research.

We work with people of all backgrounds, beliefs and walks of life. We work to ensure everyone, particularly children and young people, have healthy and positive connections to family, culture, community, spirituality and social networks.

Our Board, staff and volunteers are proud Central Queenslanders, and work primarily within the boundaries of the Anglican Church Central Queensland.

# Our services



## Community housing

We are the region's leading community housing provider, offering access to short, medium and longer term housing including affordable housing options on the pathway to the private market.



## Child protection

Our child protection services support foster carers and kinship carers, and young people in residential care and intensive foster care.



## Community services

The community services team offer a planned support approach across a diverse range of services including counselling and family support, emergency relief and support for people experiencing or at risk of homelessness, support for youth at risk and people with disability, and mental health services.

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## Our values



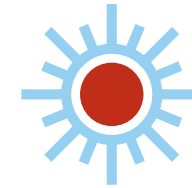
### Respect

We respect the intrinsic worth of every person, value differences, celebrate uniqueness and invite contribution. Where respect is shared, trust is gained and dignity upheld.



### Integrity

We are honest, trustworthy and accountable. We take responsibility for our actions. We do the right thing each time we face a difficult decision.



### Hope

Hope gives people confidence about their future. With hope, people are empowered and can achieve their goals for their life.



### Compassion

We place people at the centre of everything that we do. Through our understanding and empathy we encourage and support each person on their own journey.



### Innovation

We look for the best solution. We think outside the box and challenge ourselves to do things differently. We take responsible risks and continuously improve our services and practices.



### Purpose

Purpose is what gives meaning to our actions. We are determined to complete what we set out to do.

# Our focus



## People first

Comprehensive and genuine participant engagement, influencing service design and governance, meeting community need.



## Growing our team

Engaged, motivated and capable workforce.



## Financing unmet need

Increased and diversified capacity to resource our approach.



## Improving our effectiveness

Contemporary technology and systems that support our work.



## Increasing our positive profile

Our work is known, and inspires and attracts partners.

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## Focus One

# People First



Comprehensive and genuine participant engagement, influencing service design and governance, meeting community need by:

- Developing direct involvement of participants in key service areas
- Enabling influence of participants on organisational governance
- Embedding our practice framework, developing a shared approach to delivering care
- Defining, delivering, measuring and promoting our impact
- Assessing and meeting unmet and evolving need in our communities with an emphasis on early intervention

## Measures

- Participants influencing service design and governance
- Participants care plan goals are met
- Positive measureable impact reported

## Focus Two

# Growing our team



Develop an engaged, motivated and capable workforce by:

- Nurturing our current and future leaders
- Investing in staff development to ensure professional and personal milestones are met
- Developing and adopting safe work initiatives
- Recruiting and retaining the right people
- Fostering a dynamic and people orientated work culture that is committed to fulfilling the AnglicareCQ vision
- Developing capacity to respond to unmet community needs

## Measures

- Staff satisfaction
- Staff retention
- Percentage of budget spent on training
- Staff development goals met
- Team engagement
- Capacity of staff to fulfil alternate roles

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## Focus Three Financing unmet need



Increased and diversified capacity to resource our approach by:

- Maximising return on assets
- Securing additional funding for work aligned with strategic intent
- Preparing for social impact investment
- Increasing capacity to self-fund programs through fundraising and philanthropy

### Measures

- Meeting agreed solvency ratios
- Effective use of assets
- Return on investment of fundraising effort
- Growth of AnglicareCQ funded services

## Focus Four

# Improving our effectiveness



Investing in contemporary technology and systems that support our work by:

- Fully implementing our IT strategy including the business systems initiative
- Developing telecommunications functionality
- Fostering a workplace where continuous improvement is core business

## Measures

- Progress of IT strategy implementation
- Compliance with accreditation
- Timely, accessible, accurate information
- Percentage of revenue spent on administrative expense.
- Staff satisfaction regarding IT and other resources

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## Focus Five

# Increasing our positive profile



Our work is known and inspires and attracts partners by:

- Engaging our stakeholders to achieve positive outcomes for our participants
- Actively promoting AnglicareCQ's work
- Doing good work and encouraging participants to tell others
- Communicating and connecting with people about our services

## Measures

- Stakeholder satisfaction
- Participant recommendations and warm referrals
- Effective collaboration
- Increased awareness and improved perception of Anglicare CQ

# Implementation

*Towards 2020* outlines all of the initiatives that will be completed during the life of the Strategic Plan. A staged approach is necessary to ensure resources are allocated across the five year time span for maximum effectiveness and in a logical sequence. Strategic planning is an ongoing rather than static process – this plan builds on the previous. Strategic initiatives commenced and implemented in the past three years will be completed and embedded, with a view to the future.

The *Business Plan 2016-20* demonstrates this timing and sequencing at a high level, and further detail will be captured in the annual operational plans.

## Years 1-2 Consolidating the Foundation

Following a year of restructuring the organisation, AnglicareCQ is taking an internal focus on participants and staff, embedding the newly developed practice framework and implementation of the IT strategy. Externally the focus is on strengthening existing relationships. At the same time, AnglicareCQ is vigilant and responsive to opportunities which arise within its competencies and capabilities.

A focus on consolidation is sound preparation for social impact investment, with the need to have proficient engaged staff, efficient processes, and a solid reputation for consistency and delivery for measurable outcomes.

## Year 3-5 Building on the Foundation

Given the establishment of a firm foundation, AnglicareCQ will move to focus on growth from 2018. The plan is for this to be growth beyond the organic growth typically achieved by AnglicareCQ.

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# **Anglicare** office contacts

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## **Gladstone**

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(07) 4972 8220

## **Rockhampton**

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(07) 4927 8200

## **Blackwater**

Community Centre, 14 Wey Street  
(07) 4982 6535

## **Longreach**

15 Pelican Street  
(07) 4658 0431

## **Winton**

Community Centre, 75 Elderslie Street  
(07) 4657 1734

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