ANGLICARE
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HOPE.
HEAL.
THRIVE.

STRATEGIC PLAN

2018
2021

30 April, 2018

Contents

Executive Summary

Our aim is to break the cycle of inter-generational poverty.

Anglicare exists to support the Anglican Church's mission by addressing social injustice and providing the highest quality care to all people in need regardless of their religion. Together with our owners – the Anglican Diocese of Canberra and Goulburn – and our partner Dioceses of Riverina and Western NSW, we have a particular commitment to supporting rural communities. Our vision is to develop innovative programs to alleviate poverty and ensure all people in our region are provided the opportunity to thrive and live a full life.

Our previous strategic plan (2015-18) focused on financial recovery and service consolidation post the sale of our five residential aged care nursing homes in 2014. Three years of solid surpluses since 2015, means we have not only built the reserves we need to cover our commitments but we have increased capacity to invest in our core mission purpose.

Over the next three years we will particularly focus on developing early intervention and prevention strategies for vulnerable children, young people and their families. Our aim is to break the cycle of inter-generational poverty. We will also aim to reduce disadvantage in local communities, especially under-serviced rural towns, through collaboration with Anglican parishes and other Ministry Units.

To fund these initiatives we are aiming to grow our discretionary income, including from Philanthropy and Retail (Op Shops). Additional untied donations from these sources means we can provide support when there is no government funding.

Anglicare will also grow those services that can generate surpluses. We are seeking to develop new Disability Day Centres, Early Childhood Education Centres and Retirement Villages, especially in regional NSW. Across these three portfolios we will seek to embed chaplaincy services to ensure people can access appropriate spiritual care. Our Retirement Villages will also seek to diversify care offerings to better support ageing residents and expand the number of affordable rentals to address growing rates of homelessness amongst older Australians.

Vision + Values

OUR VISION

Called by Jesus' example to respond to human need and social injustice, Anglicare will be widely known for successful strategies to alleviate poverty in our regions, and as a care provider highly trusted by beneficiaries as safe, well-governed and effective.

OUR VALUES

- **COMPASSION** – In the spirit of loving service we offer care and understanding to those in need.
  (see *Jesus' teaching in Luke 10:29-37*)

- **INTEGRITY** – We are committed to personal and corporate honesty, fairness and transparency.
  (see Jesus' teaching in Luke 16:10)

- **INCLUSIVENESS** – We serve all people with a spirit of openness because we share a common humanity.
  (see Jesus' teaching Mark 2: 15-17)

- **DIGNITY** – We respect the intrinsic value of all people and acknowledge their capacity for self-determination.
  (see Jesus' teaching in Mark 12:31)

Strategic Context

The 2018-2021 Strategic Plan looks to ensure Anglicare can achieve its vision while overcoming four key challenges:

1. Growth of national markets:

It is now difficult to define the sector with "market" paradigms increasingly dominant. This is partly due to for-profits and "enterprise" not-for-profits (NFPs) moving into areas that were previously the domain of charities. In disability and out-of-home care, the range of business models has become more diverse and complex. Reform has been a constant in the sector for some time, and is continuing. The most significant "market" reforms are in the disability and age care sectors with a modified version of this process now extending into Out of Home Care (OOHC). Whilst the objective of improved choice for clients is welcomed, the pricing structures for providers has created risk of market failure. This process is also resulting in long term providers exiting the sector and organisations merging to enhance economies of scale. The Productivity Commission released its final report into contestability in human services in 2017. It stated that greater competition, contestability and informed user choice could improve outcomes in many, but not all, human services. It argued that contestability can deliver efficiency, increase user choice, innovation and responsiveness particularly in housing and health

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services. The Federal Government is progressing market reform of social housing. The industry pressures around contestability is seeing many federated entities explore national mergers. Within the Anglicare network, a national merger is highly unlikely due to Diocesan structures. Nonetheless, the Anglicare Australia network is moving towards legally formalised relationships. A meeting of the CEOs and Board chairs of all Anglicare Australia members in late 2016, identified four areas for formal strategic collaboration to represent the core of Anglicare's national service delivery: Out of Home Care, Disability, Aged Care and Housing/Homelessness services. Pursuing national partnerships and joint ventures in these areas is a direction that this Strategic Plan strongly supports.

2. Increased governance requirements:

At a whole of sector level, the Australian Charities and Not-for-Profit Commission (ACNC) has enhanced requirements in relation to reporting. At a program level, we have seen governments collaborate to introduce national regulatory systems in areas such as community housing. There are now enhanced expectations introduced for volunteer boards and committees, particularly for organisations covered by corporations' law, but also covering issues such as industrial law and work health and safety. The findings of the Royal Commission into Institutional Responses to Child Sexual Abuse has damaged community trust in institutions that care for children. The result will continue the trend of enhanced regulation. It is critical that Church-based community agencies exceed Government and community expectations in care governance. Indeed this plan aims to position Anglicare as a sector leader in safety for children and other vulnerable clients, taking seriously their voice in the decisions that affect them.

3. Workforce development:

In its 2015 environmental scan the Community Council of Australia identified that "...the NFP sector has been surfing a wave of growth that outstrips any other industry group in the economy. Turnover in the NFP sector has risen by 40 per cent in the last six years to above $107 billion... and the sector employs over one million Australians with a further five million involved as volunteers" Given the growth in need, not least driven by an ageing population, the demand for skilled and qualified staff is outstripping supply. Anglicare recognises the need to invest in workforce planning, training and development, noting there are structural barriers such as pay and conditions which are challenging to overcome.

4. Viability of Anglican Dioceses:

Amongst its findings, the Anglican Church's Viability Taskforce in 2014 noted that the Diocesan structures formed during the colonial era and weighted towards rural communities were poorly matched to modern urban Australia. (There are 5 metropolitan Dioceses and 15 rural/remote Dioceses plus Tasmania, Newcastle and Canberra-Goulburn) Rural decline and ageing Anglican congregations means our parishes have less capacity to provide volunteer resources. Added to this is the substantial liability around historic child sexual abuse cases faced by many Dioceses. The implications of these constraints on Anglicare have been felt in a number ways, including in our Op Shops where the cost of replacing volunteers with staff has reduced surpluses and seen some shops forced to close. A further challenge for Anglicare is to meet our Church owner's expectations that we deliver on shared mission objectives despite such limited sources to fund non-parochial ministry. The solution will be to develop innovative models, whether to assist parishes in addressing poverty in their community or to ensure the ongoing provision of spiritual care.
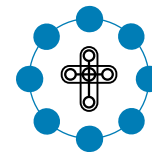
Strategic Plan

Our Purpose

As part of the Mission of the Anglican Church[1], in partnership with our Dioceses, Anglicare is to be an agent of transformation[2] in our communities by:
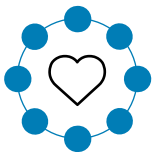
Alleviating spiritual and material poverty

Providing integrated[3] care, particularly for vulnerable children, young people and their families

Reducing disadvantage in local communities through collaboration with Parishes and other Ministry Units.

1   For a fuller explanation see the Anglican Marks of Mission
2   John 10:10: Jesus said "... I have come that they may have life, and have it to the full"
3   Working across program silos. For example, wrap around or case management support to address underlying issues either to prevent a crisis or help a family move beyond crisis.

STRATEGY 1 | MISSION | Strengthen focus on our core purpose so that vulnerable people within our regions have the opportunity to live full, whole lives, free from poverty and harm

MEASURE OF SUCCESS: Confidence demonstrated by beneficiaries, supporters and Diocesan leadership in the quality of outcomes and strength of mission partnerships and effectiveness of our advocacy to address social injustices in our regions

	Goal	Performance Criteria	Owner
1.1	Embed chaplaincy into all current and future Retirement Village (RV) business models to improve spiritual care of residents	Growth in % of residents engaged and satisfied with chaplaincy service	General Manager (GM) Retirement Villages
1.2	Develop affordable and other rental models within Retirement portfolio to address homelessness facing single older people	Increase rental offerings with at least 3% of total units categorised as "affordable" for aged pensioners (ie 30% of aged pension)	GM Retirement Villages
1.3	Implement supported living model to meet requirements of the Diocese's Canberra developments and support increasing care needs of Retirement Village residents	Evidence of viable model operating	GM Retirement Villages
1.4	Develop an Early Childhood Education and Care (ECEC) chaplaincy model that helps alleviate material poverty and meet the spiritual needs of families and can be viably funded within the business model of new and current Anglicare-owned ECEC centres.	Standard model confirmed and operating effectively	CEO/ GM Mission
1.5	Replicate the "Anglicare community centre" model in partnership with parishes to assist at-risk families and their children to thrive.	Grow number of community hubs and demonstrate effectiveness of model in alleviating inter-generational poverty	GM Community Services

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	Goal	Performance Criteria	Owner
1.6	Develop an "Anglicare rural model" to engage small, less-resourced parishes in local poverty alleviation	Standard operating model (SOM) confirmed and operating effectively to address disadvantage	GM Mission
1.7	Embed Disability chaplaincy into day centre model	Model well-received by participants and operating effectively as demonstrated by increase in contact hours	CEO/ GM Mission
1.8	Develop internally and advocate within the sector for an improved approach to cultural safety	Evidence of sector engagement with Anglicare approach	GM Cultural Safety and Training
1.9	Development of community centres underpinned by active Diocesan and parish engagement strategy in order to grow and sustain support.	Ongoing confidence expressed by Bishops and Diocesan leadership	CEO
		Improvement in breadth and depth of parish engagement	GM Mission

STRATEGY 2 | CLIENT AND CUSTOMER OUTCOMES

Deliver safe and effective programs to ensure children, young people and their families who are experiencing adversity in our regions have the opportunity to thrive

MEASURE OF SUCCESS: Recognised by clients or participants, within the wider sector and by funders as an innovative provider with a strong culture of safety, delivering demonstrably effective models of service and sector leadership on child-safe practices and cultural safety.

	Goal	Performance Criteria	Owner
2.1	Build partnerships and alliances to deliver services to marginalised communities or within "thin markets" especially in rural NSW	Number of new partnerships	Executive Manager (EM) Child, Youth and Family Services (CYFS)
2.2	Management decisions include client/participant input wherever relevant.	>80% of clients/participants agree their views were taken seriously in decisions that affect them	EM CYFS EM ECEC/ Disability
2.3	Develop a best-practice approach to cultural safety including implementing strategies to reduce Aboriginal and Torres Strait Islander (ATSI) Children and Young People (CYP) in our care and implementation of the Reconciliation Action Plan (RAP).	Development of ongoing partnerships with Aboriginal controlled entities and the successful transfer of OOHC placements to them. RAP implemented across Anglicare	EM CYFS GM Cultural Safety and Training
2.4	Shift the focus of the Child, Youth and Family portfolio to early intervention	Successful implementation of Family Restoration and Preservation programs	EM CYFS
2.5	Recognised by clients/ participants as a high quality and child-safe provider	High level of client satisfaction and sense of safety	EM CYFS EM ECEC/ Disability
2.6	Expand homelessness service footprint especially in regional NSW, including by exploring potential community housing model in collaboration with sister Anglicare agencies	Growth in housing /homelessness footprint measured by number of clients supported by Anglicare	EM CYFS

STRATEGY 3 | FINANCIAL PERFORMANCE | Develop capacity to invest in mission initiatives by growing discretionary income and reserves

MEASURE OF SUCCESS: Increased investment in mission objectives

	Goal	Performance Criteria	Owner
3.1	Increase scale and diversify offerings in Retirement Village to improve financial performance	Increase number of units and Village sites	GM Retirement Villages
3.2	Develop at least two Anglicare-controlled child care centres to ensure sustained surpluses.	Increase number of Anglicare-controlled centres	EM ECEC & Disability
3.3	Determine viable Disability Day Centre model and replicate	Growth in Day Centre model and profitability of portfolio	EM ECEC & Disability
3.4	Grow net surplus from philanthropy (including retail)	Increase in philanthropy income and net surplus	Deputy CEO
3.5	Grow reserves to meet liabilities and ensure sufficient working capital to meet mission priorities	Increase in size of reserves	CFO
3.6	Diversify sources of revenue in Child, Youth and Family portfolio.	Growth in % non-acquittable funding	EM CYFS
3.7	Increase relative size of retirement village fund to reduce risk from turnovers	Growth in % of RV fund	CFO

STRATEGY 4 | EFFECTIVE SYSTEMS

Improve organisational capacity to capture, understand and communicate evidence that demonstrates service effectiveness, safety and social impact

MEASURE OF SUCCESS: Anglicare has the information and evidence required to ensure the highest quality decision-making at all levels as well as demonstrate positive client outcomes or program effectiveness to donors and funding entities

	Goal	Performance Criteria	Owner
4.1	Review effectiveness of business processes for fundraising	Demonstrated improvements in fundraising processes.	Deputy CEO
4.2	Develop efficient business intelligence processes to inform Executive and Board on service effectiveness and safety	Demonstrated improvements in breadth, robustness and efficient capture of Board reporting metrics	Deputy CEO
4.3	Build capacity for evidence of social impact through quantitative evaluation data and client voice.	Evidence of social impact measurement used to win new grant funding	Deputy CEO
4.4	Develop improved "in field" mobile data capture	Demonstrated capacity to capture robust data in the field.	Deputy CEO
4.5	Explore business capacity enhancement through national partnerships	Develop national partnership	CEO/ Deputy CEO
4.6	Develop coordinated marketing plan to build support for Anglicare's mission	Improvement in net promoter score	Deputy CEO
4.7	Together with Anglican Diocesan Services (ADS), best-practice business processes implemented to effectively support Anglicare service delivery.	Demonstrated best practice shared services arrangements.	CEO / Deputy CEO

STRATEGY 5 | OUR PEOPLE

Build a workforce that can deliver safe, effective and high-quality services to meet future needs and mission priorities

MEASURE OF SUCCESS: Our people demonstrate the competency to deliver on strategy

	Goal	Performance Criteria	Owner
5.1	Anglicare College determines nature of its Registered Training Organisation (RTO) operation and diversifies service offerings to cost-effectively serve Anglicare's training needs	% of students in accredited course offerings non Anglicare staff	Deputy CEO
5.2	Implement workforce development strategy to ensure Anglicare has the staff and volunteers to meet future needs	% of staff with relevant tertiary qualifications Improved volunteer engagement	Deputy CEO
5.3	Implement governance and leadership induction and training programs	Improvement in governance and management competencies	Presiding Member
5.4	Achieve Sanctuary accreditation and demonstrate improvement in culture of safety	Improvement in staff commitment to improving client safety (2017 staff survey)	EM Service Development & Innovation
5.5	Recognised as a best-practice Child-Safe Agency with effective care governance	Improvement in staff understanding of safety reporting and related practices against 2017 staff survey	EM Service Development & Innovation
5.6	Our people understand Anglicare's mission and demonstrate Anglicare's values in their work	Staff understanding of mission and commitment to values (staff survey) Client perception of staff work (client survey)	GM Mission

Glossary

ACNC - Australian Charities and Not-for-Profit Commission

ADS - Anglican Diocesan Services

AIDF - Anglican Investment and Development Fund

ATSI - Aboriginal and Torres Strait Islander

BC - Brindabella Court

CEO - Chief Executive Officer

CFO - Chief Financial Officer

CPI - consumer price index

CYFS - Child Youth and Family Services

CYP - Children and Young People

DA - Development Application

DMF - Deferred Management Fee

ECEC - Early Childhood Education and Care

EM - Executive Manager

GM - General Manager

ILU - Independent Living Units

KPIs - Key performance Indicators

NFP - not-for-profit

NGO - Non-Government Organisation

OOHC - Out of Home Care

RAP - Reconciliation Action Plan

RTO - Registed Training Organisation

RV - Retirement Village

SOM - Standard operating model

StD - St David's Close

STRATEGIC PLAN | 2018-2021