

Strategic Plan

2021 - 2024



OUR MISSION

Called by Jesus' example in responding to human suffering, 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 Bathurst, we have a particular commitment to supporting rural communities.

Our mission 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.

FOCUS ON 4 SOCIAL IMPACT AREAS

Early Years & at-risk Families



Rural & Regional Communities



At-Risk Youth



At-risk seniors & people with a disability



INVESTMENT PRIORITIES



SOCIAL INNOVATION:

Deliver effective, high quality programs to ensure all people across our regions have the opportunity to thrive.



GROWTH & LEARNING:

Develop capacity to invest in mission initiatives by growing discretionary income and by deepening leadership competencies in staff to be catalysts for social impact.



SYSTEMS & CAPABILITY:

Improve organisational capacity to capture, understand and communicate evidence that demonstrates service quality and social impact.

STRATEGIC THEMES



SAFEGUARDING:

Deliver safe services for children and all other vulnerable people in our care, overseen by robust governance.



EFFECTIVE:

Anglicare is highly regarded for its high quality care services that deliver social impact on behalf of the Diocese.



SUSTAINABILITY:

Scale impact sustainability - financially viable, socially just and environmentally responsible.



LOCAL & REGIONAL:

Sustain a social research capability that can ensure program development and advocacy on the social needs of regional and rural communities and in support of parish community outreach.



Social Impact Area #1

EARLY YEARS & AT-RISK FAMILIES

STRATEGIC INTENT: Anglicare works with at-risk families to ensure their children have healthy attachments and transition to school successfully so they grow into thriving young people. Anglicare will develop integrated programs to support and develop healthy families who are safely housed and connected with each other and their communities.

MEASURES OF SUCCESS: 1. Children's sense of stability is evidenced by their connectedness to their family and their community; 2. 80% of children from vulnerable families transition to school successfully; 3. Integrated program logic, inclusive of long day care hub, financial targets and measure for engagement with vulnerable families, has been developed and fully implemented in two regions.



Social Impact Area #2

VULNERABLE REGIONAL COMMUNITIES

STRATEGIC INTENT: Anglicare is known as a local provider in each region, working in partnership with parishes to support people who are homeless, experiencing disaster or in financial crisis to address their immediate needs, build financial capability and strengthen the community networks that support them, especially in rural NSW.

MEASURES OF SUCCESS: Anglicare is known as an effective local charity in all key regions deeply engaged in its communities as evidenced by a) an increase in parishes deeply engaged with Anglicare in community outreach b) regional NPS scores and c) growth in active supporters across all regions including volunteering, prayer & fundraising.



Social Impact Area #3

AT-RISK YOUTH

STRATEGIC INTENT: As a leading therapeutic provider, develop and grow early intervention and prevention models to support young people who are at risk of social isolation build resilience and positive well-being and to see them become thriving, independent adults who have healthy supportive relationships with their kith and kin.

MEASURES OF SUCCESS: Commission and complete independent review to determine a sustainable offer to youth-at-risk that is fully supported by our Diocesan stakeholders and implement agreed recommendations.



Social Impact Area #4

AT-RISK SENIORS & PEOPLE WITH A DISABILITY

STRATEGIC INTENT: Supporting the independence of people as they become frailer and experience co-morbidities, including seniors at risk of homelessness and hardship due to disability, social isolation or poverty.

MEASURES OF SUCCESS: Develop an agreed 10 year strategy that grows our Disability Services and Supported Living offer through targeted growth in the supply of safe and affordable independent living options for vulnerable seniors and people living with a disability that is fully supported by all relevant Diocesan stakeholders, and ensure the impact area as a whole sustains its financial targets.

Organisational Strategies



1. CULTURE: MISSION-DRIVEN, TRAUMA-INFORMED & INCLUSIVE

STRATEGIC INTENT: Anglicare is committed to maintaining a culture that supports the delivery of trauma informed care; values our regions' indigenous culture, the diversity of our staff and our roots as an agency of the Anglican Church

MEASURES OF SUCCESS:

1. Achievement of Sanctuary Certification including widespread staff understanding of trauma-informed care and reflective supervision approaches as evidenced in staff surveys.
2. Development and implementation of a mission formation strategy and social leadership development strategy; and sustain a high level of staff understanding and commitment to Anglicare values as measured in staff surveys.
3. Implementation of the current Innovate RAP, with the view to developing a Stretch RAP, including the adoption of Wise Practice Cultural Safety approaches
4. Development and implementation of a holistic staff diversity strategy



3. EMPOWER CLIENT VOICE

STRATEGIC INTENT: Anglicare will embark on a strategy to transition its Client Management Systems to be client-centric and better enablers of client agency in co-design of evidence based programs

MEASURES OF SUCCESS:

1. Agree and implement strategy to upgrade Client Management Systems to next generation and allow clients more access and control over their own data
2. Evidence that co-design has been used in development of program logic.



2. JUST AND SUSTAINABLE

STRATEGIC INTENT: Anglicare recognises that as a social services organisation, it must demonstrate a commitment to socially just and environmentally responsible activities across the organisation

MEASURES OF SUCCESS:

1. Establish baseline of CO2 emissions
2. Develop and implement strategies to reduce any growth in Anglicare's emissions, including through a transition to a hybrid vehicle fleet, and sustainable property development strategies.
3. Develop waste minimisation strategies across key services
4. Develop strategies to address the supply chain risks relating to modern slavery and prioritize the use of indigenous suppliers.



4. GOVERNANCE: PRIORITIZE SAFEGUARDING

STRATEGIC INTENT: Anglicare is committed to the ongoing improvement of its governance systems and the full integration of Safeguarding principles, including ensuring that client perspectives inform decision making

MEASURES OF SUCCESS:

1. Integration of Care and Clinical Governance frameworks to ensure safeguarding of vulnerable clients
2. Regular ongoing engagement with clients on decisions that impact their care across all services
3. Support the further prioritisation of staff WHS, including embedding continuous improvement