

# Strategic Plan 2012 - 2016



# Looking forward

## Looking forward

This plan establishes the strategic direction for UnitingCare West for 2012-2016.

By 2016 we aim to be recognised for the distinctive way in which we deliver the mission of the organisation. UnitingCare West aims to be intentionally located with, and responsive to, those people who are most in need and to have developed the systems necessary to deliver effective services in a complex and ever changing society.

This Strategic Plan for 2012-2016 builds on the foundation set by our two previous plans. The first Strategic Plan for 2006-2009 established the mission and values of UnitingCare West at the formative stages of the organisation. The second Strategic Plan for 2009-2012 initiated growth and development of the organisation, including building its profile and stakeholder relationships.

By 2016, at the end of this Strategic Plan, UnitingCare West will be ten years old. This plan has been developed to guide our already well established organisation with a clear missional focus as it matures and builds on its work in a very challenging environment.

Current Board, staff and volunteers, along with many others who access and work with our services, have all contributed to the creation of this plan. This engagement process has resulted in an inclusive plan that will form an exceptionally valuable guide for both service delivery and organisational development over the next four years.



**David Holden**  
Chair of Board



**Sue Ash**  
Chief Executive Officer



# Cornerstone



## Cornerstone

UnitingCare West has a living, intentional mission: 'To support, serve and empower people most in need.'

**Support** means that we will sustain and nurture those we work with, like a buttress we provide strength and hold people in place as they face the complexities of life. Our goal is to help clients maintain all they have achieved and not to lose further ground.

**Serve** means to provide assistance by working alongside clients to help them achieve their goals and aspirations. We do not seek to take over, but to guide and encourage. We focus on their achievements, not ours.

And finally, **empower** means to provide the encouragement to develop a greater sense of confidence and self-esteem. To enable the development of personal authority and influence, we invite clients' involvement and participation in shaping the pathways to their future.

The mission is enacted through our working ethos, known as Cornerstone.

In masonry, the cornerstone is the first stone set in a building's foundation. It determines the position of the entire structure, and is the reference point for everything that follows. That is what 'Cornerstone', our values booklet, is all about – it represents the foundation of our organisation.

'Cornerstone' is comprised of the values and principles that underpin and guide everything we do at UnitingCare West, both collectively and individually. From policy development and decision-making, through to day-to-day service delivery at program level.

The cornerstone at the heart of our organisation is our values - empathy, respect, inclusiveness, integrity and commitment. They were decided upon following the founding of UnitingCare West in 2006 as part of the development of our first Strategic Plan, and have continued to guide us through the development of this, our third Strategic Plan.

*Our values underpin everything we do as an organisation*

# Who we are

## **Our Vision**

Justice, hope and opportunity for all.

## **Our Mission**

To support, serve and empower people most in need.

## **Our Cornerstone**

As part of the life and mission of the Uniting Church in Australia in pursuit of justice, hope and opportunity for all, we at UnitingCare West will act with:

### **Empathy**

Showing understanding for the feelings and circumstances of others

### **Respect**

Valuing people, property and the environment

### **Inclusiveness**

Accepting and celebrating diversity

### **Integrity**

Being ethical and trustworthy and upholding principles and beliefs

### **Commitment**

Working together towards agreed outcomes with steadfastness and resilience





# Services

*We will work with people, particularly those most in need, to increase their independence and connection to community.*

## *Strategies*

- Identify and respond to barriers and gaps that exclude people with high levels of need from accessing the support and services they require
- Meaningfully engage people in service development
- Apply a person-focused approach to all services
- Use evidence-based practice through monitoring, evaluation and research
- Integrate services and programs to ensure innovative responses to people with complex needs
- Develop cultural and diversity competencies across our organisation

## *Measuring our Performance*

We will use a range of qualitative and quantitative information to measure our success. This will include:

- The extent to which people access and engage with programs and services through a single entry point
- The extent to which our policies and procedures support our operations
- The number of new services developed, or existing services redesigned, in consultation with those who use them
- The number of services designed to specifically respond to individuals and groups with high levels of need
- The extent to which we work in geographic areas with high levels of need, both independently and in partnership with other organisations
- The extent to which we use client and program information to monitor, develop and evaluate services
- The extent to which our services and programs demonstrate innovation in design and delivery



# People

*We will be a preferred employer, providing a safe, supportive environment where staff and volunteers feel valued and have the skills and knowledge to work effectively.*

## *Strategies*

- Foster development of a diverse and inclusive workforce
- Develop and implement the 'TakingCare' safety and wellness program
- Identify and implement a performance and development framework
- Develop the capacity of staff and volunteers through training, professional development, and quality performance management
- Recognise and value the positive achievements of staff and volunteers
- Continue to develop and embed practices which support our working ethos

## *Measuring our Performance*

We will use a range of qualitative and quantitative information to measure our success. This will include:

- The extent to which the groups and communities with which we work are represented and supported within our workforce
- The extent to which we achieve staff salaries and conditions that are competitive with not for profit community service sector averages
- Human resources system data including staff retention rates and levels of unplanned leave and sick leave
- Staff and volunteer feedback on the extent to which they feel valued and supported and have the professional development opportunities, skills and resources to work effectively
- Human resources policies and procedures
- Workplace safety and health data, including incident reporting
- Feedback from staff about the 'TakingCare' safety and wellness program
- Feedback about the effectiveness of the staff and volunteer performance and development framework in enhancing quality work practices





# Organisational Development



*We will be a flexible, sustainable and values driven organisation that is recognised as an influential community leader.*

## Strategies

- Continue to develop the faith-based culture of our organisation through regular reflection on our vision, mission and cornerstone
- Ensure safety and wellbeing by regularly reviewing our management and risk systems
- Engage in activities that continuously improve our organisation's quality standards
- Implement the 'Managing Information System 5 Year Plan' to optimise access to and use of information
- Further build our income base, creating new funding opportunities and intentionally diversifying our income streams
- Implement the 'Property Strategy' to ensure it positions our organisation to respond to those most in need
- Establish a plan to promote UnitingCare West as an influential community leader and advocate
- Develop and implement an environmental responsibility policy
- Continue to develop a reputation amongst Government and community services as a voice for those most in need

## Measuring our Performance

We will use a range of qualitative and quantitative information to measure our success. This will include:

- Evidence that our mission development and cornerstone values are reflected in all aspects of our work
- Evidence that our governance, management and support systems are used to continuously improve our performance
- Evidence that key organisational systems are effective in providing us with timely, integrated, reliable and relevant information
- The extent to which we have diversified our revenue streams
- Our responsiveness to audit and review findings
- Activities that UnitingCare West has initiated and contributed to that enable us to lead on a range of social justice issues



A photograph of a young woman with long brown hair, smiling warmly while holding a baby. The woman is wearing a pink sleeveless top with a decorative border. The baby is wearing a pink dress with white heart patterns. The background is a soft-focus indoor setting with warm colors.

# Communities



*In the spirit of justice and compassion we will engage in activities and partnerships that strengthen individuals, families and communities.*

## *Strategies*

- Work together with the Uniting Church network to promote cohesive, supportive communities
- Work collaboratively across the community services sector to strengthen the capacity of our own services delivery and that of others
- Influence Government and advocate on issues of social policy by using our knowledge, expertise and partnerships
- Develop partnerships with corporate and community supporters
- Expand our response to people in need to encompass regional, rural and remote areas

## *Measuring our Performance*

We will use a range of qualitative and quantitative information to measure our success. This will include:

- Activities and partnerships with other organisations in the Uniting Church community that directly enhance our capacity to work with individuals, families and communities across the Synod of WA
- The extent to which we share facilities, resources and expertise with Uniting Church congregations, schools and other entities
- The extent of our representation on and contribution to key organisations that advocate for social justice
- The extent to which our advocacy in WA and as part of UnitingCare Australia influences social policy, particularly in relation to those most in need
- Activities and partnerships that engage us with corporate, community and not for profit sectors that enhance the delivery of our mission
- The number of occasions on which we are invited by others to support their community initiatives



UnitingCare West would like to acknowledge that all photographs included in this publication are used with consent of the featured individuals and thank them for their involvement.

## Contact

If you would like to find out more about our organisation and work, please visit [www.unitingcarewest.org.au](http://www.unitingcarewest.org.au) or contact us at:

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