



VISION, MISSION & STRATEGIC GOALS | 2015-18

**ANGLICARE**  
NSW SOUTH, NSW WEST & ACT



## OUR VALUES

### **Compassion**

**In the spirit of loving service we offer care and understanding to those in need.**

*The well-known Bible story, *The Parable of the Good Samaritan* (Luke 10.29-37) calls us to radical generosity and costly service. In telling this story, Jesus teaches us how societal and personal barriers of prejudice and self-interest may cause us to turn away from those in need.*

### **Inclusiveness**

**We serve all people with a spirit of openness because we share a common humanity.**

*Jesus began his ministry in a religious and cultural environment where exclusion was common. Jesus' openness to ordinary people – even those who were considered by society to be ritually unclean or regarded as ‘sinners’ – stands out starkly. In one example Jesus is criticized for eating with “sinners and tax collectors” (Mark 2.15-17). Through the simple act of sharing a meal, a new, inclusive community is formed, where the old labels simply don’t apply, and a spirit of openness prevails.*

### **Dignity**

**We respect the intrinsic worth of every person and acknowledge their capacity for self determination.**

*Jesus said, ‘You shall love your neighbour as yourself.’ (Mark 12.31). Jesus advocates love for God, love for our neighbour, and love of our self. We are called to respect the dignity of all human beings, for together we are bearers of the Divine image.*

### **Integrity**

**We are committed to personal and corporate honesty, fairness, and transparency.**

*The Christian tradition teaches that integrity is not just an isolated action, but an attitude, an orientation that stems from humility and regard for others.*

*‘Do nothing from selfish ambition or conceit, but in humility regard others as better than yourselves. Let each of you look not to your own interests, but to the interests of others’ (Philippians 2.3-4).*

*‘Whoever is faithful in a very little is faithful also in much; and whoever is dishonest in a very little is dishonest also in much’ (Luke 16.10).*



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..... ’’ .....

## **Our Identity**

“As part of the Anglican Church’s broader Mission, we are called by Jesus’ example to respond to human need by offering loving service and seeking to address injustices in our society.”

## **Our Vision**

“Anglicare aspires to be the leading provider of community services in our regions and through our advocacy and holistic care transform the lives of those in need.”

## **Our Mission**

“In partnership with the Anglican Church, its parishes and agencies, Anglicare will provide advocacy, holistic care and support to people in need throughout our regions so they can fully participate in their communities.”

## **Our Strategy**

Implementing this mission over the next three years, we will focus on developing programs that foster people’s full participation in society wherever feasible. Our particular focus over this period will be on supporting people living in our NSW regions and the ACT across their life spectrum from infancy to older age. To do this better, we will work alongside vulnerable people to implement service innovations that:

- tackle problems early before they become entrenched
- improve our services based on the hard evidence of what is working on the ground
- build integrated and comprehensive solutions for people facing long-term disadvantage to give them sustainable pathways out of poverty
- provide access in all our services to people experiencing extreme social exclusion and financial disadvantage.

We will also aim to provide care and support in a holistic context so that vulnerable people can grow to fully participate in thriving community networks. Where appropriate, this may include material, physical, relational or spiritual care or support.

Finally, to further our mission to transform the lives of people in need, we will engage in both client advocacy and policy advocacy to change unjust systems and structures.



# OUR GOALS

## 1 Lead in innovative social solutions to transform our local communities

**KEY TACTIC:** Design outcomes-based service innovations that deliver tangible social impact for our regions

We aspire to lead the sector in finding customised solutions for the social issues hurting our regions. In particular we aim to discover new service ideas that can initiate broad scale social change by demonstrating significant positive outcomes for vulnerable people. Firstly, this aspiration is fundamentally shaped by our agency's Christian identity, which recognises that God's love for humanity is inclusive of every single individual person in need. Secondly, this aspiration will be founded on a rigorous assessment of current service outcomes. We will develop a strong research and development base that can design the highest quality and most innovative services in our region, informed by the latest evidence of what works. We will utilise best-practice technological solutions and analytics to evaluate our innovations and measure success.

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TARGET 1

**Develop a universal data collection and evaluation system using Results Based Accountability (RBA) methodology**

- Fully operational in Early Learning (2015/16)
- Through Total Care Manager (TCM) IT system fully operational in Out of Home Care (2016/17); Clinical Services (from 2016); Disability Services (2017/18)

TARGET 2

**Develop a coherent research, media and evaluation agenda to inform advocacy campaigns**

- advocacy for social policy changes undergirded by integrated media/research plan (2015)
- service innovation (2016)
- improvement in client outcomes. (2018).



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## 2 Build a strong, financially sustainable business model

### KEY TACTIC: Growth through a balanced portfolio of integrated community services

Our ambition is to become the strongest and most effective community services provider focused on our regions. We recognise that bigger is not always better. Our core aim is to use the economies of scope that come with growth to develop the strong research and development base we need to be a sector leader in innovative solutions for people in need. In order to remain focused on our mission of delivering the best outcomes for our clients and residents, Anglicare will build up a balanced mix of services funded through fee-for service, philanthropy and Government contracts. Strategic acquisitions will be considered if they are both consistent with our existing core management competencies and help diversify our funding base. By building a balanced contract portfolio, we will aim to reduce our risk of exposure to policy and market shifts whilst increasing our ability to respond to new opportunities and implement service innovations ahead of competitors.

#### Meet financial sustainability (risk mitigation) targets

- Implement Liquidity Policy to ensure a minimum 5% of the total Internal Cost Recovery Budget is allocated to a Liquidity Fund (from 2015/16 to 2017/18)
- Liquidity and RV Reserves to equal 10% of total turnover (June 2018)
- No single service contract worth more than 30% of total turnover (June 2018)
- Turnover to grow by at least 5% per annum (2015-18).



#### Implement a comprehensive fundraising plan with annual targets

- 10% p.a increase in fundraising/retail surplus (from 2015 and ongoing)
- Implement Bequest strategy (2015)
- Scope and Implement new factory and shop (2015/16)
- Implement workplace giving strategy (2016)
- Develop a further new Retail outlet which turns a profit (2017/18)
- Explore and implement new social entrepreneurial business model (June 2018).





### 3 Develop our staff to deliver the highest quality services

**KEY TACTIC:** Build a coherent culture of innovation, learning and continuous improvement

Effective community service agencies are more than the sum of their parts. Collaboration between our different areas of professional expertise will be one key to ensuring the vulnerable people who rely on our services gain the benefits of the highest quality care which would lie beyond the capacity of any single part of our organisation to deliver. Internal structures will seek to enhance the staff connections needed to uncover such innovations. We want to deliver best practice services, not programs that merely meet minimum regulation benchmarks. We will build the clinical expertise of our staff, so we can provide appropriate holistic care to meet the needs of the most complex cases and most highly disadvantaged people. We will implement a comprehensive training and education system which builds the capacity of every staff member.

#### Explore development of the clinical capacity of the organisation

- Implement scoping project and determine preferred clinical model (2015)
- Implement preferred model, dependent on Board approval (2016)
- Ensure clinical model is self-sustaining (2016 and ongoing).

TARGET 1 →

#### Leverage organisational scope by creating inter-portfolio teams to oversee service innovations and growth opportunities

- Implement team (2015); demonstrate capacity to use evaluation outcomes to identify new innovation and/or growth opportunities (2015/16) and implement at least one innovation (2016/17)
- Identify at least one “cross-selling” opportunity (2016)
- Implement “cross-selling” model (2016/17).

TARGET 2 →

#### Organisational quality and risk management system

- Full implementation of centralised ICT-based complaints and incident management
- Comprehensive internal quality audit framework across all services: Early Childhood and OOHC (2015/16); Disability (2016/17); all other services (2017/18).
- Regulatory compliance systems with Executive oversight (end 2016).

TARGET 3 →



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**TARGET 4** →

**Cultivate an organisational culture which encourages employee development**

- Develop and implement an organisational learning and development strategy (2015/16)
- Implement staff professional networks that enable employee collaboration and knowledge sharing for each service portfolio. (2016/17).

**TARGET 5** →

**Celebrate the achievements of our people**

- Develop and implement recognition program (2015/16)

**TARGET 6** →

**Develop a rigorous recruitment process that attracts the best people**

- Develop and implement an organisational strategic HR management plan (SHRM) which includes a comprehensive and historic support, supervision and appraisal framework (2015/16).



## 4 Stay true to our core identity and mission

### KEY TACTIC: Build community service partnerships with the Anglican Church

This goal acknowledges that the Anglican Church as our owner, requests that Anglicare aligns its mission with that of the Church, and recognises the many Anglican church volunteers and parishes who support Anglicare in a variety of ways. A key advantage of Anglicare's relationship with the Church is that the parish network provides Anglicare with access to a broadly dispersed footprint of local churches within nearly every community across our regions, meaning we can deliver volunteer-led programs into rural and remote areas beyond the major centres.

#### Foster increased organisational commitment to Anglicare's Mission, Vision and Values.

##### TARGET 1 →

- Implement values induction program (2015)
- Showcase Anglicare's Mission, Vision and Values at all internal comms and staff conferences. (2015/16)
- Implement ongoing values education program appropriate for each level of responsibility in organisation (2016)
- Widely celebrate lived examples of Anglicare's Mission, Vision and Values by organisation members (2016)
- Embed Anglicare's Mission, Vision and Values into human resource management processes (2016/17)
- Show tangible improvement in staff understanding and adoption of Anglicare's values by next staff survey (2018).

##### TARGET 2 →

#### Explore possible Retirement Village and Early Childhood Education & Care developments with the Anglican Church and its agencies

- Implement chaplaincy program at Wollondilly (2015/16) and Brindabella Court (2017/18)
- Identify (2015/16) and develop at least one new RV partnership on Diocesan property in Canberra (2018) and one in rural NSW (2018)
- Explore and implement new Early Childhood Education & Care centre in regional NSW (2016/17).

**TARGET 3**

**Develop replicable integrated service models for regional Sustainable Living Hub (SLH) model as well as rural and remote parishes**

- Strengthen SLH model at St Johns Care Reid and Ashmont by integrating crisis and post-crisis services (2015/16); and implement new SLH in Orange (2015/16)
- Identify (2015/16) and implement a further SLH (2016/17)
- For less resourced centres and especially remote parishes, develop (2015/16) and implement (2016/17) a basic community service model which integrates volunteer led programs such as NILS and Op Shops.

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**Notes**

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