

# Strategic Plan

## 2016 - 2020





# New horizons

UnitingCare West is proud to present its fourth Strategic Plan, setting the direction of the organisation for 2016 - 2020. In line with our inclusive philosophy, this Plan was developed in consultation with a broad range of community and sector stakeholders, staff and volunteers; and aims to reinforce the significant success of previous plans.

At the end of this four year Plan, UnitingCare West will have grown into a stronger, more agile organisation that is well positioned to meet the changing needs of the communities we work alongside across the Synod of Western Australia.

The mission articulated in this plan is "to work with people and communities so those most in need can belong and thrive". This mission builds on the tenet of the last mission and reiterates the organisation's very intentional strategy to work in, and with, communities for the benefit of all, but particularly those most in need.

The 2012 - 2016 Strategic Plan guided UnitingCare West out of its formative years and through a period of substantial growth and organisational maturity, whilst we reinforced our missional focus and developed our profile as an organisation of exceptional integrity and quality service delivery. As UnitingCare West enters its tenth year, this Plan for 2016 - 2020 enhances our achievements and aims to stretch our organisation to new levels of excellence.

The shifting nature of delivering community services in Western Australia brings new challenges and opportunities in equal measure. The strategies outlined in this Plan will enable UnitingCare West to meet these challenges with confidence and seize the opportunities that will present themselves over the years ahead. To achieve this, the Plan has a strong emphasis on innovation and adaptability, maximising positive outcomes for people and communities and building our profile so that we can better advocate for those most marginalised in our communities.

We take great pleasure in inviting you to engage with this Strategic Plan and join us as we continue the mission of UnitingCare West.



**Glenda Campbell-Evans**  
Acting Chairperson



**Sue Ash AO**  
Chief Executive Officer

## **Our Vision**

Justice, hope and opportunity for all.

## **Our Mission**

To work with people and communities so those most in need can belong and thrive.

## **Our Values**

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





# ***Delivering Positive Impact***

*We build positive outcomes by working with people and communities in a way that is evidence informed, integrated and meaningful.*

## *Key Result Areas*

- Proactively engage with all our community stakeholders to identify and respond to barriers and gaps in service delivery
- Strengthening our organisation's capacity to respond to diversity
- Our activities and services are underpinned by the ethos of the Uniting Church of Australia
- Excellence in delivery of high quality, person centred services that are informed by the people who use them

## *Measuring our Performance*

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

- The extent to which we demonstrate the Uniting Church ethos
- The impact we have on the wellbeing of the people who choose our services and the communities in which we work
- The extent to which the people who use our services are satisfied that their individual needs are met
- The extent to which new services are developed, or existing services redesigned, and are informed by those who use them
- The extent to which the groups and communities with which we work are represented within our workforce







# ***Being Innovative and Adaptable***

*We are a thriving and agile organisation, a sought after partner, collaborator and employer. Reflection, curiosity and creativity are central to our working ethos.*

## *Key Result Areas*

- Actively promote a culture that values, inspires and enables innovation and creativity
- Expand research and development activities that inform and assist sound decision making across all areas of our business
- Further develop our reputation as an employer of expertise, integrity and opportunity
- Grow and diversify our income and resources

## *Measuring our Performance*

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

- The extent to which our organisation and workforce is engaged in and acknowledged for innovative activities
- The extent to which we respond to and create opportunity
- The extent to which our income and resources are grown and diversified
- The extent to which we engage in partnerships that lead to quality outcomes for people and communities
- Our efficiency and effectiveness in responding to and learning from adverse events







# ***Being Seen and Heard***

*We are a sought after service provider and influential advocate.*

## *Key Result Areas*

- Be a well-known and trusted organisation
- Be acknowledged as a sector leader, with unrivalled expertise in delivering services for those most in need in the Western Australian community
- Influence Government and advocate on issues of social policy by using our knowledge, expertise and strategic partnerships

## *Measuring our Performance*

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

- The extent to which our brand is recognised and respected in the communities in which we work
- The extent to which people report a positive experience with UnitingCare West
- The extent of our representation on and contribution to, key organisations or groups that advocate for social justice
- The extent to which our advocacy influences social policy, particularly in relation to those most in need







# ***Being Efficient and Performance Focused***

*We build sustainability through strong governance, performance measurement, streamlined systems and efficient stewardship of resources.*

## ***Key Result Areas***

- Our workforce drives integrated business systems and processes
- An engaged high performing workforce that is aligned to our values and strategic outcomes
- Align our cultural, financial and administrative requirements to provide seamless individualised services
- Build on our organisational culture of transparency and accountability

## ***Measuring our Performance***

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

- The extent to which our systems and processes are efficient and best meet the needs of the people who use our services
- The extent to which our workforce is equipped to develop and use our systems
- Consistently positive workforce engagement
- Demonstrated achievements against service standards and compliance obligations





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

This document is available in alternative formats upon request.

## 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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