

Foundations for Change

St Luke's Strategic Plan 2008-2010

Dear Colleagues

I would like to introduce the new strategic plan for St Luke's - "Foundations for Change".

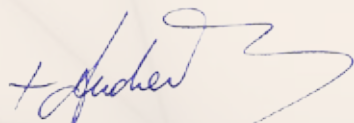
Change is the basis of everything we do. Each year we work with over 7,000 people in our region, helping them make positive choices and to connect and contribute to their communities.

We're justly proud of our history of innovation and excellence in service delivery. With an annual budget in excess of \$16 million and over 280 staff, we continue to grow to try and meet very real needs facing so many people across our communities.

It is essential that we continue to provide high quality services. It is also critical that we remain firmly connected to our strong ethical, philosophical and value base - "Respect Hope Fairness".

The Board and staff of St Luke's have agreed on five strategic directions to guide our work and maintain a strong, focused and vibrant organisation. The vision encapsulated in this strategic plan is an organisation empowered to lead in the delivery of a wide range of human services and, most importantly, one that can effect social change.

Thank you for your interest and contribution to our future.



Bishop Andrew Curnow
President

Our Mission

We work within rural and regional communities to assist people to make positive changes, to be connected and to contribute to their communities. Our practices promote respect, hope and fairness and we challenge any action that devalue, disadvantage and discriminate.

mission

Our Values

St Luke's promotes the following values in our work with clients, communities, colleagues, stakeholders and service partners:

Respect holds that each person has inherent dignity, worth and rights, and is responsible for their own choices as their own best expert.

Hope comes from our belief that other possibilities can always emerge, that change is constant, and that people have untapped skills and resources.

Fairness is our commitment to social justice, to each person's right to access, equity and participation. It is our belief that the family and community into which a person is born should not limit their chance of a good start in life nor choice in determining their future.

Quality is giving the best service and support we can within the limits of our resources. We are committed to learning, new approaches, and trying to be the best we can be for others.

Community is our belief that as humans we need to connect with each other, need real relationships to grow, and that the 'village' is the best environment for nurture and support.

Commitment is demonstrated through our passion, compassion and persistence in even the toughest times. We remain constant.

Openness speaks to our desire that all conversations with clients, communities, colleagues, stakeholders and service partners are characterised by honest and transparent communication. We actively seek and provide feedback.

values

St Luke's and the Church

St Luke's Anglicare is an agency of the Anglican Diocese of Bendigo in partnership with the Uniting Church Loddon Mallee Presbytery. Our Constitution states that the organisation exists to fulfill the mission of the Diocese, particularly by addressing human need and supporting the church in advocating for social justice.

St Luke's employs and values staff from various faiths and philosophical positions; together we seek partnerships with churches, organisations and people of goodwill to provide services and take action for a just society.

The Strengths Approach

St Luke's is committed to strengths based and solution focused approaches in our work with clients, communities and colleagues. This approach orients us to focus first on listening and identifying the person's strengths and resources, to understand clearly their goals and aspirations for the future and to then support them in addressing any barriers or blockages. We believe this approach gives better outcomes than those that prioritise the identification of problems and deficits.

Strengths based, solution focused approaches enhance the capacities of individuals, groups, families, neighbourhoods and communities to deal with their own challenges. Empowerment results from being treated with respect and having strengths acknowledged and enhanced.

Our Support Services

St Luke's is involved in regional communities with offices in Bendigo, Castlemaine, Echuca, Kyneton, Maryborough, Mildura and Swan Hill employing over 280 staff. Our programs and services include...

Disability Programs · Early Childhood Support · Family Support · Financial Counselling · Foster Care · Gamblers Help · Homeless Services · Mental Health Support · Neighbourhood Strengthening · Publishing · Residential Care · Training · Youth Support Program

Strategic Plan 2008-2010

Strategic Direction 1:

We deliver quality services and programs

- Goal 1: Complete roll-out of quality improvement systems across the organisation.
- Goal 2: Actively seek our clients' thoughts about what services we need to offer and how we should deliver them; use that information as our guide to make changes.
- Goal 3: Improve our ability to measure the outcomes for clients of the work we do with them and use that data to contribute to the evidence base that informs good practice
- Goal 4: Strengthen processes to support service integration within St Luke's, and support cross-program innovation

Strategic Direction 2:

Social justice and advocacy are central to our mission

- Goal 1: Develop advocacy and take action to help unemployed members of our client group get jobs or start small businesses.
- Goal 2: Speak out publicly on behalf of those experiencing disadvantage in the Loddon Mallee region in order to influence social change.
- Goal 3: Develop partnerships with parishes to support them in serving community needs.
- Goal 4: Respond to the challenges of climate change and environmental sustainability
- Goal 5: Support and advocate for Indigenous and CALD communities in our region

Strategic Direction 3:

Our people are the most important part of the organisation and we support them

- Goal 1: Negotiate and implement a new EBA
- Goal 2: Take practical measures to protect staff health and well-being
- Goal 3: Use the results of the annual Organisational Health Survey to direct organisational changes
- Goal 4: Improve clarity of staff roles and organisation's expectations of them
- Goal 5: Put in place a new HR software system
- Goal 6: Implement a learning, knowledge and development plan
- Goal 7: Improve our ability to recruit quality staff and retain them
- Goal 8: Set up a volunteer coordination process

Strategic Direction 4:

We have quality leadership and management across the organisation

- Goal 1: Alter management structure to better meet our needs
- Goal 2: Improve our leadership and management development
- Goal 3: Review and enhance our skill, frameworks and capacity to partner with other organisations.
- Goal 4: Develop a risk management framework and embed it in into organisational practice
- Goal 5: Develop and implement an organisation wide strategic and business planning framework
- Goal 6: Strengthen the partnership between the Diocese, the Board and management
- Goal 7: Strengthen Board governance

Strategic Direction 5:

We are building a strong and sustainable organisation

- Goal 1: Ensure information and communication technology systems and practices support the work of the agency
- Goal 2: Ensure St Luke's has effective internal communications
- Goal 3: Build the organisation's capacity to grow and attract non-government funding
- Goal 4: Build financial health and strengthen St Luke's key infrastructure
- Goal 5: Redress the financial unsustainability of out of home care