

# Cafs Strategic Business Plan 2019 - 2022

October 2019

Revised values December 2020

# Strategic Business Plan 2019-2022



## Our Vision

Wellbeing, respect and safety for all children and families.

## Our Mission

To deliver quality services with positive outcomes for the communities we serve.

## Our Values

- **Respect.** We treat all people, including ourselves, with dignity. We have genuine compassion for our colleagues and the individuals, families and communities we serve.
- **Integrity.** We act ethically and do what is right – even if it's uncomfortable.
- **Collaboration.** We embrace collaboration. We celebrate inclusiveness and work together with the individuals and families we serve to make a difference in their lives.
- **Kindness.** We genuinely care about people and actively look for ways to offer a helping hand to those in need.
- **Innovation.** We encourage and explore different ways of working and fresh ideas to improve our practice and outcomes for those we serve.

## Our Guiding Principles

- We value and support our people, empowering them to make decisions, be creative, innovative and take initiative.
- We are culturally inclusive, celebrating and welcoming diversity.
- We include the voice of the client in all that we do.
- We are committed to reducing vulnerability and supporting people who are at risk.
- We are committed to reconciliation and seeking redress.
- We work together to deliver connected, coordinated and holistic services for clients.
- We are responsive, flexible and adapt to changing community needs.
- We seek opportunities to work in partnership with community and the sector.



# Strategic Business Plan 2019 - 2022

## Our strategic drivers



### Increasing growth and expectations



- With increases in funding, Cafs client numbers and staff profile have grown significantly
- With more sector competition, there are increasing expectations from funders around the quality of service delivery

### Importance of operating sustainably



- Cafs is heavily reliant on government funding
- As governments and their commitments change, so can our funding sources, leading to uncertainty around our primary income streams, limiting our ability to innovate and pioneer new services

### New opportunities to deliver vital services



- There is an increasing focus on early intervention, family violence and disability supports through the NDIS. This brings new opportunities for Cafs to demonstrate our value to government
- Across key issues, the 'old way' of doing things isn't delivering the community outcomes we need

# Strategic Business Plan 2019 - 2022

## At a Glance: Our Goals and Priorities



### Strengthen organisational capability and capacity

Build a stronger customer focus in Corporate Services

Design an end-to-end strategic, business and project planning framework and build a positive culture of change at Cafs

Get on top of how we manage our contemporary and historical records and archives

Strategically assess Cafs infrastructure and how we manage it

Take a best practice approach to our policies, processes and expenditure and make financial processes more transparent

Develop a Cafs learning and development approach and provide support to current and emerging leaders in the organisation

Explore how a new organisational structure could make Cafs more agile dynamic

### Align our culture with mission, vision and values

Develop a Cafs Performance Management approach

Ensure People and Culture policies and decision making frameworks are fair and transparent

Improve internal communication channels and create new opportunities to hear from staff

Make it easy and safe for staff to raise concerns and explore how Cafs can help staff feel safe and supported

Make role descriptions clearer and support staff to deliver in line with them

Support strong leadership, trust and a positive culture

Take a strategic, future focused view of the Cafs workforce

### Be place based, inclusive and culturally relevant

Take a strategic view of regional service delivery

Take a strategic view of the volunteer workforce

### Be evidence based and committed to research

Articulate what knowledge is important to Cafs and how it will be managed

Clarify and articulate the Cafs Supervision Model

Define how Cafs approaches continual improvement and evaluation

Develop the 'Cafs way'

Identify and support the critical touchpoints for Collective Impact

Renew our focus on client data, relationships and feedback

Make best practice a key focus for Corporate Services

### Develop new income streams

Establish a clear strategic direction for NDIS at Cafs

Refocus our approach to strategic funding, partnerships and advocacy

Develop a Farm model that provides sustainable funding

### Deliver government funded services and influence government policy

Deliver a Cafs Client Management System

Strengthen organisational induction programs

Improve our approach to managing risk

Improve our focus on customer outcomes and KPIs

### Transform community awareness

Review organisational key messages and communication strategies

Re-shape the Business Development team as Communications and Marketing

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## Goal 1: Strengthen organisational capability and capacity

CafS has grown from an organisation of 80 to nearly 300 over the last few years. With a growing number of clients, staff and strategic aspiration, it's important we look at how we do business and identify how to strengthen our operation to make sure we can excel. This includes strengthening how we plan and deliver our strategy and business operations, how we structure ourselves and how we are governed, including our internal policies and processes.

Our capability and capacity to respond to changing business needs and make our organisation sustainable will be key to our future success.

### What we'll do to make it happen



Build a stronger customer focus in Corporate Services by establishing KPIs and service goals



Explore how a new organisational structure could make CafS more agile dynamic, gaining insights into how our contemporaries structure their program service delivery



Design an end-to-end strategic, business and project planning framework and build a positive culture of change at CafS



Strategically assess CafS infrastructure and how we manage it and address key gaps across IT and fleet



Develop a CafS learning and development approach and provide support to current and emerging leaders in the organisation



Get on top of how we manage our contemporary and historical records and archives, with a focus on preserving important community information for past clients and residents



Take a best practice approach to our policies, processes and expenditure and make financial processes more transparent, making sure that our work meets ISO standards

### Success means...



Our targets and aspirations are successful planned and achieved



Our staff work within consistent standards and are supported to deliver their work



We are ready to take on new challenges seamlessly

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## Goal 2: Align our culture with mission, vision and values

At Cafs, our work is centred on the lives, needs and experiences of community and helping those who need it most. To achieve this, we must live by the standards we promote – respect, collaboration, innovation and integrity.

We recognise that living our values doesn't just happen: we need to take a pro-active approach to strengthening our organisational culture and deliver a safe and supportive environment for staff to make sure they can provide a safe and supported environment for our clients.

### What we'll do to make it happen

-  Develop a Cafs Performance Management approach, with a new policy and process to support performance across the organisation.
-  Make it easy and safe for staff to raise concerns and explore how Cafs can help staff feel safe and supported
-  Take a strategic, future focused view of the Cafs workforce
-  Improve internal communication channels and create new opportunities to hear from staff
-  Support strong leadership, trust and a positive culture through launching annual culture review processes, with outcomes built in to organisational KPIs and leadership expectations
-  Ensure People and Culture policies and decision making frameworks are fair and transparent
-  Make role descriptions clearer and support staff to deliver in line with them

### Success means...



Our clients receive outstanding service



We've developed the next leaders of the organisation



We are a workplace of choice

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## Goal 3: Be place based, inclusive and culturally relevant

As a regional community service provider with a rich heritage, Caf's is well positioned to deliver place-based services that truly support regional communities.

Caf's works beyond Ballarat across the Central Highlands region, including Bacchus Marsh, Ararat and Hepburn. It is important that we acknowledge the distinct needs of each of these communities and tailor our approaches to meet these needs.

Caf's also supports Aboriginal and Torres Strait Islander, LGBTIQ+, and cultural and linguistically diverse clients and communities. It is vital Caf's we understand the needs of different clients and communities and shape our service delivery to meet their needs.

Caf's celebrates and welcomes cultural diversity in all we do.

### What we'll do to make it happen



Take a strategic view of regional service delivery by exploring the needs and opportunities in regional service areas and sets out a high level plan for how Caf's can deliver outstanding services in these areas



Take a strategic view of the volunteer workforce and map how Caf's can best use and support volunteers across the business

### Success means...



Our clients receive a consistent customer experience, regardless of their location



Our staff have access to the same workplace opportunities and experiences, regardless of their location



Our service delivery is enriched by the skills, experience and capability of a strategically planned volunteer workforce

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## Goal 4: Be evidence based and committed to research

Evidence and research are vital to delivering the best possible outcome for community: it's what enables us to be a leader in the sector.

There are increasing expectations from funders and community that our services represent the latest thinking and evidence based practices, underpinned by research.

CafS is in a strong position to continue its vibrant research program and partnerships with universities and other agencies.

### What we'll do to make it happen

-  Articulate what knowledge is important to CafS and how it will be managed, including our research program
-  Clarify and articulate the CafS Supervision Model to support therapeutic practice and support staff to deliver outstanding services to clients to ensure uniformity across the organisation
-  Develop the 'CafS way' to make clear the evidence based models and paradigms we use to support our clients
-  Identify and support the critical touchpoints for Collective Impact, mapping how to make sure our programs and services connect to deliver a seamless client experience
-  Renew our focus on client data, relationships and feedback and develop strong business intelligence to understand client needs and trends
-  Define how CafS approaches continual improvement and evaluation to make sure we are always making our work better
-  Make best practice a key focus for Corporate Services to make sure our internal services are delivering excellent service within a customer service framework

### Success means...



Our clients receive supportive and effective services which deliver tangible benefits



Funders and philanthropists are confident in CafS because of our evidence based practices



Staff are committed to the programs they deliver



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## Goal 5: Develop new income streams

CafS is heavily reliant on government funding. As governments and their commitments change, so can our funding sources. This creates long term uncertainty around our primary income streams, limiting our ability to innovate and pioneer new services.

CafS needs to take a future-focused approach to financial and operational sustainability

This means working smarter and understanding how CafS can position itself to deliver outstanding services and have the flexibility to take on new opportunities

The development of new income streams will help CafS create sustainability for the longer term and deliver new and exciting services to community.

### What we'll do to make it happen



Establish a clear strategic direction for NDIS at CafS that identifies how we will approach funding and service opportunities



Develop a Farm model that provides sustainable funding, exploring options like fee-for-service



Refocus our approach to strategic funding, partnerships and advocacy

### Success means...



Our funding is sustainable (consistent, growing)



We are financially positioned to innovate



We've tailored new, exciting services that meet community needs

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## Goal 6: Deliver government funded services and influence government policy

At Cafs, our priority is to our clients. A key way we achieve outcomes for clients is by delivering government funded services across key areas of need. In order to continue to deliver these services and achieve results for clients, it's vital we deliver to the best of our ability, in line with service agreements. To do this well, we need to support staff and give them all the tools they need to deliver outstanding service.

Our deep history as a regional service gives us a special opportunity to advocate on behalf of the communities we serve to ensure the voice of regional communities are reflected in government policy.

### What we'll do to make it happen



Deliver a Cafs Client Management System



Improve our approach to managing risk



Strengthen organisational induction programs



Improve our focus on customer outcomes and KPIs

### Success means...



We are provider of choice for government funded services



We manage our programs effectively and deliver positive customer outcomes



Government policy is influenced by our advocacy and understanding of client need

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## Goal 7: Transform community awareness

Our connection with community is really important to our business – community are our clients, our supporters, volunteers, foster carers and champions.

There is an opportunity to think more creatively about how we reach and connect with community to make sure future clients know who we are and ensure community continues to support our vision.

### What we'll do to make it happen



Review organisational key messages and communication strategies



Re-shape the Business Development team as Communications and Marketing

### Success means...



We have an expanded reach across key community segments



Our messages resonate with community



We are resourced to engage with community