STRATEGIC PLAN

2019 - 2022

Safe and Connected Communities

This report documents the strategic directions for The Canopy over the next 3 years, and identifies key projects that will strengthen service delivery outcomes.

CONTENTS

BACKGROUND

This report documents the Strategic Directions for The Canopy over the next 3 years. Preparation for the Strategic Planning process involved the following activities;

- A preliminary meeting with the CEO to conduct an environmental scan.

- A meeting between the CEO and the Leadership Team to explore current operational considerations.

- A 1-day workshop with The Canopy Board and Leadership Team to determine 3year 'Strategic Priorities'.

The workshops were facilitated by Paul Schott (PSE), who is also the report author
www.psenterprises.com.au

The overall agenda for the strategic planning involved the following items;

- Environmental scan.

- Review of the organisations vision, purpose & values.

- Identifying key strategic priorities.

- Identifying organisational performance measures.

The Canopy made significant strides forward over the last 3yrs. In particular;

- Building collaborative strategic partnerships that sustained current programs.

- Strategically pursuing funding streams to achieve growth and sustainability.

- Further developing a dynamic, focused, and collaborative work environment.

- Promoting and leading best practice within family and community work in the local sector.

- Embracing and influencing change in the sector.

- Developing quality systems to provide meaningful and useable qualitative data.

- Strategically marketing and promoting organisational business.

- Ensuring we consider succession plans are in place for key positions across the organisation.

As we look forward to the next 3yrs, there are some significant issues we need to address, and some key priorities across all programs. In particular, we need to ensure strong 'connectedness' across all levels of the organisation. This will be achieved through a clarity of key messaging and expectations; the consolidation of what is already in progress; and the confidence to keep moving forward.

Important strategic and operational areas needing strengthening include the following;

- Finalising policy reviews.

- The Family work team moving from Cardiff to a more suitable premises.

- Identifying key partnerships for growth.

- Investigating new income streams that fit with our priorities.

- Strengthening of HR resources.

- Ensuring that MOUs are in place for strategic partnerships.

- Ensure systems are in place across IT/DMS/Data Collection, and staff are supported to develop their skills through training and supervision.

- Clear succession planning strategies.

- Marketing strategies that reflect the future sector landscape.

VISION, PURPOSE & VALUES

OUR VISION

Safe and Connected Communities.

OUR PURPOSE

Inspiring families, children and communities to create positive lasting change.

OUR VALUES

We inspire families, children and communities to grow to their full potential by being innovative and collaborative in our response to their needs.

We have the courage to explore bold and imaginative ideas, working with determination towards our goals and the goals of those we work with.

We embrace change with enthusiasm by using solution focussed strategies to strengthen capacity and foster hope in each other and in the communities we serve.

SWOT ANALYSIS

Following is a summary of the strengths, weaknesses, opportunities and threats as identified by the Board and leadership team.

SUMMARY OF THE SWOT THEMES

- Partnership with other agencies has been pivotal to achieving growth.

- There is a need to establish better evaluation reporting methods.

- The current organisational structure will require revision if growth occurs.

- The current FACS funding strategy is unclear, requiring us to strongly advocate for the importance of community centres.

- Our capacity to 'reach' vulnerable families will assist us to advocate to funding bodies.

- We need to develop our business modelling for fee for service programs and improve the management fee capacity of all programs.

- We need greater staff motivation to implementing the strategic objectives.

STRENGTHS

- Our reputation is strong for being collaborative and innovative.

- We have diversity in staff skills and experience.

- We are passionate about community work.

- The Centre has passion for trying new things.

- The organisation has a sound financial base, with substantial capital resources.

- Staff demonstrate loyalty to remain committed in the face of change.

- Our values dictate a strong intention to serve others.

WEAKNESSES

- We have limitations in data management across programs.

- Some staff have struggled to commit to the overall agenda across Canopy and adhere to management directives.

- We have limitations financially to invest in growth.

- There is limited business modelling around community facilities.

OPPORTUNITIES

- Strengthening our evaluation methodology and reporting ability.

- Increasing our advocacy at key events.

- More promotion to schools.

- Increased income through venue hire.

- Develop our online profile to support recruitment.

- Align child & family budgets against team plans.

- Develop a child and family 'practice model' to support the articulation of our approaches.

THREATS

- Confusions in the sector regarding the identity of our child and family programs vs facility-based programs.

- FACS lack of clarity about community work funding priorities.

- Lack of staff commitment to following through on strategic priorities.

1. All services will prioritise their capacity to connect service users with a broader community network.

2. Integrate evaluation and practice modelling across all programs to effectively inform quality service improvements.

3. Develop financial modelling across all programs that provide directions for growth and innovation decision making.

4. Examine internal and external sources to reduce program overheads/expenses.

5. Develop an internal auditing system in relation to prioritising key technologies and processes and establish electronic databases across all programs.

6. Prioritise initiatives that promote community advocacy and systems change for all residents.

7. Ensure positive alignment and effective communication between the Board, management, and staff in relation to achievement of the key strategic priorities.

8. Identify and foster joint partner initiatives that support growth and address client service gaps.

Following is a set of 'Strategic Priorities' identified from planning sessions. Against each Strategic Priority are 'Performance Measures' that list how we will evidence priorities being achieved.

Strategic Outcomes	Strategic Priorities	Performance Measures
Customer service	1. All services will prioritise their capacity to connect service users with a broader community network.	➢ No. of client referrals to internal and external services. ➢ % of clients indicating improved social connections. ➢ No. of clients participating in community groups/events. ➢ No. of new program initiatives.
	2. Integrate evaluation and practice modelling across all programs to effectively inform quality service improvements.	➢ Evaluation method in place across all programs. ➢ Data collection systems in place across all programs.

		➢ Annual evaluation report produced.
		➢ % of clients indicating satisfaction with the programs.
Financial sustainability	3. Develop financial modelling across all programs that provide directions for growth and innovation decision making.	➢ No. of developed business cases for growth. ➢ No. of recommendations that support growth decision making.
	4. Examine internal and external sources to reduce program overheads/expenses.	➢ % cost/expense reductions per program.
Internal system & process improvements	5. Develop an internal auditing system in relation to prioritising key technologies and processes and establish electronic databases across all programs.	➢ Completed systems audit report, and number of recommendations implemented. ➢ Comprehensive calendar system for updates/tracking. ➢ % of staff satisfied with system improvements. ➢ No. of file reviews completed.
	6. Prioritise initiatives that promote community advocacy and systems change for all residents.	➢ No. of funding body meetings to promote Canopy. ➢ % of staff satisfied with community advocacy and

		promotion initiatives. ➤ No. of media promotions.
Learning & culture development	7. ==Ensure positive alignment and effective communication between the Board, management, and staff in relation to achievement of the key strategic priorities.==	➤ Board/management/staff satisfaction levels with achievements against the strategic priorities.
	8. Identify and foster joint partner initiatives that support growth and address client service gaps.	➤ No. of new tenders submitted. ➤ % increase in revenue. ➤ No. of joint initiatives that result in growth.