



2014-2017 STRATEGIC PLAN

*Thriving in a
different world*



INTRODUCTION

UnitingCare Prahran Mission (Prahran Mission) is a community service agency of the Uniting Church in Australia committed to social justice. Since 1946, Prahran Mission has served, assisted the empowerment of, and advocated alongside people experiencing mental illness, aged people, children, youth, the homeless, people from non-English speaking backgrounds, and other socially and economically disadvantaged individuals and groups.

Throughout its history, Prahran Mission has been highly responsive to community needs. This Strategic Plan

continues that tradition, reflecting Prahran Mission's commitment to the current and emerging needs of people living with a mental illness and severe social and economic disadvantage.

The 2014-2017 Strategic Plan is intended to guide priorities and decision making within Prahran Mission over the coming three years and inform key stakeholders of the direction of the organisation.

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COVER ART MARIA STASIAK
PAGE 5 ART TERRI FEALY
DESIGN BY QBEE ART & DESIGN

PURPOSE AND THEOLOGICAL BASIS

As an agency of the Uniting Church, it is important to understand the theological basis for Prahran Mission's activities. It is guided by the notion that *"I have come that you may have life and life in all its fullness"* (Gospel of John 10:10); and that the diversity of humanity and creation is created in the image of God.

In other words, clients of Prahran Mission have the right to a decent life, and such a life is to be defined by the client. It is an affirmation of the rich and distinct ways of living and that our diversity is central to the Christian celebration of our collective humanity.

VISION

Every person with a mental illness or living with extreme social and economic disadvantage or vulnerability has the right to a decent life.

MISSION

Our mission is to:

- Support and skill people to succeed in the contexts of their choice
- Change community attitudes and behaviours, institutions and policies that perpetuate injustice and act as barriers to people succeeding in the contexts of their choice.

CLIENTS

People affected by the vulnerability and disadvantage associated with ageing, mental illness, disability, unemployment, social isolation and community disconnection.

VALUES

The values of Prahran Mission connect and guide who we are with what we strive to do. We aim to reflect our values in all our actions, relationships, roles and responsibilities.

Hope is our belief in everyone's potential to live meaningful and fulfilling lives.

Respect builds genuine and meaningful relationships that guide our interactions.

Openness encourages honesty, trust, and genuineness within our relationships.

Collaboration promotes meaningful relationships between individuals, organisations, businesses and communities.

Discovery through growth and learning.

Safety is the right to feel comfortable, to be oneself and not be discriminated against.

Equity provides fair and equal access for all people.

Faith is our belief in the value of all peoples' lives and in their spirituality.



SECTION 1 OVERVIEW

A new operating environment

Consistent with our vision, mission and values Prahran Mission will continue to support clients to live full and meaningful lives that include:

- 1 A positive sense of hope, purpose and control
- 2 Living and thriving in their home environment
- 3 Nurturing family, carer and friendship networks
- 4 Engaging in education, employment and meaningful activity
- 5 Gaining a sense of belonging to a community(ies)
- 6 Freedom from discrimination, stigma and violence

Currently the sectors Prahran Mission operates in (mental health, aged care, employment and disability) are going through the most significant changes since deinstitutionalisation of care 30-40 years ago, and the associated growth of a vibrant and professional community services sector. In summary, the changes in this environment are:

- 1 **Client choice** – From taking what is on offer to demanding what they want and having the funding allocated to them to enable them to purchase services from their preferred provider.
- 2 **Service delivery** – From supply driven where the provider decides what services will be delivered and when to deliver them, to demand driven where the client decides the services they want, when they want them and what price they will pay for them. Furthermore this will drive more competition between service providers.
- 3 **People and culture** – From an employee value proposition that is centered around engaging with and making a difference to clients' lives, to one that is focused on strengthening the evidence based practice and delivering at an efficient rate that is financially sustainable.
- 4 **Systems & organisation** – From adequate systems with limited capacity to connect with each other, to highly integrated internal systems that effectively and efficiently communicate with the client, funder and delivery partners, staff, management and Board.
- 5 **Financial** – From revenue taker via block funded contracts, to revenue maker by competing for clients and the funds

allocated to them through delivering superior client value at an effective margin.

These changes represent significant opportunities and risks for clients, communities and Prahran Mission. Such change will have the excitement of intended outcomes as well as the inevitable unintended consequences that are a part of such major policy, service and funding reform.

Given the level of change, the major task of this plan is one of transition and adaptability. By its very nature this will require our people, planning and operational processes to remain highly flexible and responsive to how this plays out across the areas described above. A total of 25 strategic initiatives have been identified as important to enable the organisation to transition and thrive in this new operating environment.

It is focused on the following five key stakeholders and the outcomes they expect, specifically these being:

- 1 **Clients/carers** – tangible outcomes in key life domains, a renewed sense of hope, control, and accomplishments that enable a person to live a full and meaningful life
- 2 **Service partners** – transparent and accountable results, and value for money and/or social capital
- 3 **Funder/Donor** – visibility, transparent and accountable results and value for money
- 4 **Carers/Community** – transparent reports, accountable results and early detection of community need
- 5 **Church** – strengthen a sustainable call to Mission



By 2017 our

- ✓ Five key stakeholders will be consistently highly satisfied with our results and be partnering with us to grow our mission
- ✓ Clients and carers will be consistently highly satisfied with the services they receive and achieving outstanding personal, social and economic outcomes
- ✓ Reputation will be for depth of services and breadth of capacity to connect across service systems
- ✓ Services will be operating from additional locations within Victoria and Tasmania and will be more integrated with the services other UnitingCare and partner agencies are delivering
- ✓ Front line staff will be both the service deliverers and income generators
- ✓ Client management system will be highly integrated within the organisation, in its interface with our key stakeholders systems and our back office systems
- ✓ Organisation will be part of a more integrated, strategically positioned UnitingCare network that has made brave decisions to reposition itself to thrive in the new operating environment

AIM

To enable clients, UnitingCare Prahran Mission and our network of UnitingCare agencies to transition to and thrive in the new client directed environment.

GOALS

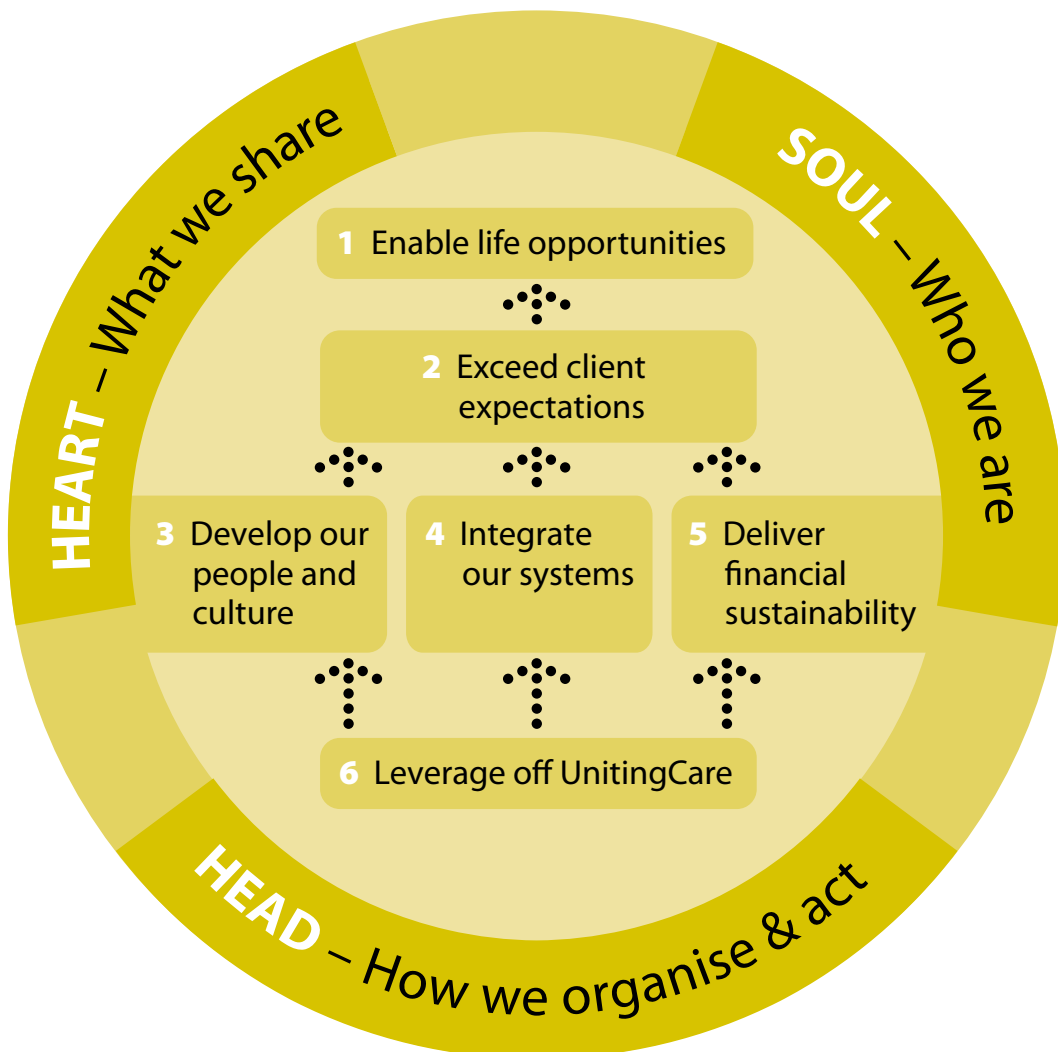
To grow we will:

- 1 Exceed the five key stakeholders' expectations in enabling clients to pursue meaningful life opportunities
- 2 Exceed client and carer expectations in delivering consistent, integrated and competitive service models within known margins.

To enable this growth we will:

- 3 Develop our people and culture to adapt and thrive in the new service delivery and organisational operating environment
- 4 Integrate our systems to deliver new service and business models
- 5 Deliver financial sustainability to fund our vision and provide the basis to grow
- 6 Leverage off UnitingCare's breadth of services, depth of community connections and reach of geographical locations.

MAP



GOALS

EXPECTED OUTCOMES

Enable meaningful life opportunities

Goal 1

Exceed the five key stakeholder expectations in enabling clients to pursue meaningful life opportunities.

Outcome

Stakeholders being highly satisfied with client outcomes.

Outcome

Stakeholders supporting the growth of our organisation in both tangible and intangible ways.

Exceed client and carer expectations

Goal 2

Exceed client and carer expectations by delivering consistent, integrated and competitive service models within known margins.

Outcome

Highly satisfied clients, achieving outstanding outcomes within known constraints.

Outcome

Clients and staff have a high level of confidence in the impact and sustainability of our service models.

Develop our people and culture

Goal 3

Develop our people and culture to adapt and thrive in the new service delivery and organisational operating environment.

Outcome

Staff, volunteers, management and Board are highly engaged, adaptable, and are confidently delivering outstanding results in the new operating environment.

Outcome

Our culture evolves by consistently demonstrating our values in attitudes and behaviours. Our additional competencies, flexible roles and organisational structures create an adaptive organisation.

Integrate our systems

Goal 4

Integrate our systems to deliver new services and business models.

Outcome

Staff, managers, Board and partners have the tools that enable them to deliver on expected performance.

Outcome

Client management system will be fully integrated within the organisation, in its interface with our key stakeholders' systems and our back office systems.

Deliver financial sustainability

Goal 5

Deliver financial sustainability to fund our mission and provide the basis to grow.

Outcome

Agreed margins within each service are delivered.

Outcome

A robust financial position that enables variable cash flow to be effectively managed and new initiatives to be funded.

Leverage off UnitingCare

Goal 6

Leverage off UnitingCare's breadth of services, depth of community connections and reach of geographical locations.

Outcome

A consistent UnitingCare suite of services and presence across Victoria and Tasmania.

Outcome

A model that maximises the actual and learnt strength within UnitingCare.

SECTION 2

STRATEGIC INITIATIVES

1 ENABLE MEANINGFUL LIFE OPPORTUNITIES

Current and Future Drivers

Stakeholders expect Prahran Mission to deliver meaningful life opportunities that enable clients to live the full life of their choice. This includes:

- 1 A positive sense of hope, purpose and control
- 2 Living and thriving in their home environment
- 3 Nurturing family, carer and friendship networks
- 4 Engaging in education, employment and meaningful activity
- 5 Gaining a sense of belonging to a community(ies)
- 6 Freedom from discrimination, stigma and violence

Stakeholders expect this to be delivered in a way that is publicly accountable to clients, carers, service partners, funders, and the wider community. The Church expects its call to Mission to be enriched and developed.

These expectations lead us to the following goal:

Goal 1

Growth by exceeding stakeholder expectations in **enabling clients to pursue meaningful life opportunities** through an innovative stakeholder engagement and reporting model that delivers on the following stakeholder expectations:

- 1 **Clients** – tangible outcomes in key life domains, a renewed sense of hope, control, and purpose
- 2 **Service partners** – transparent and accountable results, and value for money and/or social capital
- 3 **Funder/Donor** – visibility, transparent and accountable results and value for money
- 4 **Carers/Community** – transparent reports, accountable results and early detection of community need
- 5 **Church** – strengthen a sustainable call to Mission

This goal leads us to the following initiative:

Strategic Initiative	KPIs	
	Lead	Lag
1.1 Stakeholder Report Card Research and develop an innovative Stakeholder Report Card that demonstrates outcomes in the six life opportunities outlined above.	Stakeholder Report Card signed off by July 2014.	Annual Stakeholder Report Card beginning November 2014.

This initiative leads us to the following outcomes:

- 1 **Stakeholders being highly satisfied with client outcomes.**
- 2 **Stakeholders supporting the growth of our organisation in both tangible and intangible ways.**



2 EXCEED CLIENT AND CARER EXPECTATIONS

Current and Future Drivers

The clients of the future will bring a 'customer centric mindset' to their choice of service provider and service requirements. They will choose and pay the service provider who they believe will best meet their expectations and requirements.

This reality leads us to the following goal:

Goal 2

Growth by **exceeding client and carer expectations** by delivering consistent, integrated and competitive service models within known margins. These models are focused on:

- Respectful relationships that create hope, control and purpose, and ownership
- A brand that is trusted, attractive and inclusive
- Service attributes that are enabled by:
 - Life domain outcomes methodologies
 - Clarifying role as provider/broker/facilitator
 - Integrated technology and resources
 - Accountable service contracts
 - Predetermined budget and margin
 - Measurable outcome timeframes

This goal leads us to the following initiatives:

Strategic Initiative	KPIs	
	Lead	Lag
2.1 Sustainability of Service Models Research, develop and deliver innovative and sustainable service models in: <ul style="list-style-type: none"> • Aged Care • Emergency Relief • Employment and Education • Mental Health • Responding to unmet need • Social Firms and where appropriate consider the priority of these within the suite of services Prahran Mission delivers.	Service model, measures and financials signed off. Where appropriate, exit strategies delivered.	Cumulative results of agreed social impact, client service, financial performance, and Client and Carer surveys.
2.2 Market Position Research and develop a Market Positioning Strategy.	Cumulative trends and results of projected versus actual profit and loss statements.	Results of annual Market Position reviews.
2.3 Existing Education Transition Strategy Develop, implement and monitor a Client and Carer Education Transition Strategy.	Projected versus actual versus future client and carer trends.	Cumulative results and trends of annual Client and Carer surveys.
2.4 Self / Peer Management Strategy Develop, implement and monitor a Self/Peer Management Strategy.	Self/Peer Management Strategy project brief defined against agreed criteria and measures, signed off by Chief Executive Officer.	Cumulative results and trends of annual Self/Peer Management outcomes.

These initiatives will lead us to the following outcomes:

- 1 **Highly satisfied clients, achieving outstanding outcomes within known constraints.**
- 2 **Clients and staff have a high level of confidence in the impact and sustainability of our service models.**



3 DEVELOP OUR PEOPLE AND CULTURE

Current and Future Drivers

To achieve our goals in a changing world, our people will need to bring their humanity to the formation of high quality relationships that enable highly responsive, individualised services to be delivered at a margin that enables the continued growth of services and the organisation.

This reality leads us to the following goal:

Goal 3

We will **develop our people and culture to adapt and thrive** in the new service delivery and organisational operating environment by focusing on:

- **Our shared humanity** – that demonstrates our values in our behaviours and widens the frameworks that inform our understanding of the human experience
- **Leadership** – that has strategic insight and foresight and the right governance, structure, roles and people to lead the organisation
- **Change** – that is informed by evidence, planned and resourced, and enables people to successfully transition to the new environment
- **Organisational scale** – that enables growth and maximises the synergies within Prahran Mission, the UnitingCare network of agencies, and our service partners
- **Effectiveness and efficiency** – that is informed by the evidence base, builds on people’s professional wisdom, enables personalised and team based professional development, embeds financial sustainability into the culture, and succeeds in retaining the best people
- **Attracting, inducting, training, skilling, and retaining** – the best people on the best conditions possible.

This goal leads us to the following initiatives:

Strategic Initiative	KPIs	
	Lead	Lag
3.1 People and Culture Strategy Develop, implement and monitor a three year People and Culture Strategy.	Chief Executive Officer signs off on People and Culture Strategy.	Results of People and Culture Strategy KPIs.
3.2 Human Experience Strategy Develop, implement and monitor a strategy to expand and develop our understanding of the existential human experience.	Human Experience Strategy defined against agreed criteria and measures and signed off by the Chief Executive Officer.	Human Experience Strategy delivered on time, within budget and to required specifications.
3.3 Health and Human Services Workforce Industry Trends Strategy Develop, implement and monitor a Health and Human Services Workforce Industry Trends Strategy.	Predictive trends, foresight, strategic insights are understood by the Board, Chief Executive Officer and Executive Team prior to government or industry policy announcements.	New or enhanced learnings and understandings, contacts, networks and practical application to Prahran Mission projects.
3.4 Leadership Structure Review and implement any changes required in the leadership structure, roles and responsibilities.	Organisational structure and positions aligned to strategic initiatives prior to or partway through implementation of the Strategic Plan.	Results of annual Prahran Mission Leadership Group Review and Planning Workshops.
3.5 Education and Cultural Transition Strategy Develop, implement and monitor a staff and volunteers Education and Cultural Transition Strategy.	Engagement, updated and attitudinal/behavioural change projections and targets of managers and staff versus actual.	Cumulative results and trends of annual Board, Executive, managers and staff satisfaction survey.

These initiatives will lead us to the following outcomes:

- 1 Staff, volunteers, management and Board are highly engaged, adaptable, and are confidently delivering outstanding results in the new operating environment.**
- 2 Our culture evolves by consistently demonstrating our values in attitudes and behaviours. Our additional competencies, flexible roles and organisational structures create an adaptive organisation.**

4 INTEGRATE OUR SYSTEMS

Current and Future Drivers

Client and stakeholder expectations will demand highly responsive systems that deliver the information required to make informed choices and decisions, ensure obligations are met and reported, and enable highly effective and efficient scheduling and coordination of resources.

This reality leads us to the following goal:

Goal 4

Deliver growth by **integrating our systems to deliver new services and business models** in the following processes:

- **Marketing and communications** – that grows awareness and confidence in the UnitingCare brand and uniquely positions Prahran Mission and/or its services
- **Client relationship** – that attracts, selects, retains and grows the existing and new client base
- **Service delivery** – that empowers clients and staff in the client directed world and maximises the power of integrated systems and business processes
- **Innovation** – that identifies opportunities, designs and develops new approaches and reduces costs
- **Business performance** – that is lean, drives continuous improvement, manages risk and safety, enables contractual and legislative compliance and drives business excellence
- **Financial controls** – lean approach that enables delivery within agreed margins
- **Human resources** – enabling ease of scheduling staff, managing performance and development, and efficient payroll.

This goal leads us to the following initiatives:

Strategic Initiative	KPIs	
	Lead	Lag
4.1 Marketing and Communications Strategy Develop, implement and monitor a Marketing and Communications Strategy.	Client demographics, projections, market size against actual targets and ratios.	Cumulative results and trends of annual client, carer and family surveys.
4.2 Client Relationship Strategy Develop, implement and monitor a Client Relationship Strategy for existing and new clients.	Projected versus actual client trends and patterns; attraction, retention and exit.	Cumulative results and trends of annual client, carer and family surveys.
4.3 Integrated Systems Strategy Develop, implement and monitor an Integrated Systems Strategy.	Results of organisational and operational systems review, which guide the Integrated Systems Strategy requirements.	Integrated Systems Project delivered on time, within budget, and to required specifications.
4.4 Partnership Strategy Develop, implement and monitor a Service Partners Strategy for each service platform.	Partnership agreements signed with preferred providers within agreed timeframes and to required partnership specifications.	Results of annual partnership agreement reviews.
4.5 Telehealth / Telecare Strategy Develop, implement and monitor a Telehealth/ Telecare Strategy.	Telehealth/Telecare Project brief defined against agreed criteria and measures, signed off by Chief Executive Officer.	Telehealth/Telehealth Project delivered on time, within budget, and to required specifications.
4.6 Database Strategy Implement a shared Database Project that in part utilises template technology which is customisable.	Database Project specifications and criteria developed and applied to project by Project Team.	Database Project delivered on time, within budget, and to required specifications.
4.7 Business Excellence Strategy Develop, implement and monitor a Lean Business Excellence Strategy.	Adoption and measurement of Prahran Mission against Australian Business Excellence External Audit.	Results of Prahran Mission entering Australian Business Excellence Awards, State or National.

These initiatives will lead us to the following outcomes:

- 1 Staff, managers, Board and partners have the tools that enable them to deliver on expected performance.**
- 2 Client management system will be fully integrated within the organisation, in its interface with our key stakeholders' systems and our back office systems.**

5 DELIVER FINANCIAL SUSTAINABILITY

Current and Future Drivers

The shift to a market based 'consumer centric mindset' and funding will create less stable cash flows. Margins will be under pressure as clients will expect an increase in service, but the government will offer fixed price contracts over multiple years. In context, positive cash flow will be critical to the organisation flourishing. Furthermore, competition for the fundraising dollar will continue to increase.

Goal 5

To **deliver financial sustainability** to fund our mission and provide the basis to grow by:

- **Expanding our revenue base** – by revenue streams and improving the surplus per revenue stream with a mix of 60/40 government to private funding
- **Increasing productivity** – that improves cost structures and increases asset use
- **Financial growth** through governance and prudence

This goal leads us to the following initiatives:

Strategic Initiative	KPIs	
	Lead	Lag
5.1 Revenue Expansion Strategy Develop, implement and monitor a Revenue Expansion Strategy for current and new services.	Projected versus actual versus deviation of agreed profit and loss and cash flow statements.	Cumulative results and trends of annual profit and loss, cash flow and balance sheet statements.
5.2 Fundraising Strategy Develop, implement and monitor a three year Fundraising Strategy.	Growth in total donors and within key donor segments.	Agreed targets and KPIs met.
5.3 True Cost, Margin and Price Strategy Determine the true cost, margin and price of a unit of service in each existing or new service area.	Board signs off on new service/business model and associated projected profit and loss and cash flow statements against agreed fees and charges schedule (true cost, margin and price per unit of service).	Cumulative results and trends of annual/monthly profit and loss and cash flow.
5.4 Current Clients, Future Clients Review our current client database with the aim of determining potential service growth, opportunities and future service types that will align to our vision, mission and values, including National Disability Insurance Scheme (NDIS), Medicare, WorkCover and TAC.	Board signs off on current and future service model and aligned service types, client categories and funding streams.	Cumulative results and trends of annual profit and loss, cash flow and balance sheet statements.
5.5 Asset Utilisation Strategy Develop, implement and monitor an Asset Utilisation Strategy.	Asset register updated and valued.	Each asset has predetermined financial KPIs.
5.6 Financial Management Strategy Develop, implement, and monitor a Financial Growth and Controls Strategy.	Projected versus actual versus deviation of agreed profit and loss and cash flow statements.	Cumulative results and trends of financial KPIs.
5.7 Organisational Scale Strategy Develop, implement and monitor an Organisational Scale Strategy.	Agreement on the right organisational scale is required to deliver on this strategy.	Prahran Mission has the resources and scale to deliver on all aspects of the Strategic Plan.

These initiatives will lead us to the following outcomes:

- 1 Agreed margins within each service being delivered.**
- 2 A robust financial position that enables variable cash flow to be effectively managed and new initiatives to be funded.**

6 LEVERAGE OFF UNITINGCARE

Current and Future Drivers

All of the 36 Uniting Church agencies of the Synod of Victoria & Tasmania are facing similar changes in the operating environment and the associated demand to adapt in order to grow and thrive. In total the agencies deliver \$320m of services per annum from more than 30 locations across Victoria and Tasmania. The service streams include:

- 1 Aged care
- 2 Children and Family
- 3 Disability
- 4 Drug and Alcohol
- 5 Emergency Relief
- 6 Employment
- 7 Kindergartens and Early Learning
- 8 Homelessness
- 9 Housing
- 10 Mental Health
- 11 Opportunity Shops
- 12 Social Firms and Enterprises
- 13 Volunteering

Goal 6

To leverage off UnitingCare's breadth of services, depth of community connections and reach of geographical locations in order to:

- Ensure the long term viability of outcomes that Prahran Mission has responsibility for delivering on behalf of the Uniting Church
- Ensure that the adaptive and overall capability of the agencies is strengthened

This goal leads us to the following initiative:

Strategic Initiative	KPIs	
	Lead	Lag
6.1 Uniting Church Agency Strategy Advocate for and participate in the Uniting Church agencies' strategic response to the changing environment.	A network of key opinion leaders and change agents has been established and is operating across the UnitingCare Victoria and Tasmania network. Project Charter is signed off by Chief Executive Officer and Board.	The Uniting Church Synod of Victoria and Tasmania (and its agencies) has made bold strategic decisions that position the Church's agencies to successfully adapt to the new operating environment.

This initiative will lead us to the following outcomes:

- 1 **A consistent UnitingCare suite of services and presence across Victoria and Tasmania.**
- 2 **A model that maximises the actual and latent strength within UnitingCare.**



