

# Strategic Direction: 2022

## Our Aspiration

To be a leading provider of individual and community social services.

## Our Purpose

To deliver innovative, tailored services that support individual and community wellbeing. Our focus is: vulnerable children and their families, older people, individuals who live with disability, and carers.

## Our Values

- ➔ **Respect**  
Giving due regard for the feelings, wishes and rights of others
- ➔ **Trust**  
Building honest relationships
- ➔ **Integrity**  
Adhering to ethical principles
- ➔ **Courage**  
Having the strength to live our values and achieve our purpose

## Strategic Objectives

- 1** Achieve long term positive outcomes for individuals and communities
- 2** Ensure organisational sustainability
- 3** Be a dynamic, sought after organisation

Achieved by	1	2	3
Indicators	<ul style="list-style-type: none"> <li>➔ Developing and delivering evidence based services that are holistic, integrated and tailored to individual need.</li> <li>➔ Working in partnership with the community and service providers to identify and work towards shared goals for community wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>➔ Realising positive social and financial results.</li> <li>➔ Ensuring systems and processes enable efficient use of resources and expertise and, deliver maximum potential value.</li> <li>➔ Identifying opportunities for growth.</li> </ul>	<ul style="list-style-type: none"> <li>➔ Being known as a great place to work.</li> <li>➔ Raising our profile and strengthening our reputation with clients and the community.</li> <li>➔ Raising our profile and building our reputation for knowledge and expertise in our focus areas.</li> </ul>
Indicators	<ul style="list-style-type: none"> <li>➔ Data, best practice research and impact evaluation underpin all service activity.</li> <li>➔ Clients report being positively impacted by our services.</li> <li>➔ People using our services are satisfied.</li> <li>➔ Service partners report UCWB to be a trusted and valued partner.</li> </ul>	<ul style="list-style-type: none"> <li>➔ UCWB is financially sustainable.</li> <li>➔ Systems and processes enable efficient and effective reporting and ensure standards and compliance are met.</li> <li>➔ Programme activity is coordinated and achieves maximum potential benefit to clients and the organisation.</li> <li>➔ Increased diversity in funding/resource base.</li> </ul>	<ul style="list-style-type: none"> <li>➔ Organisational culture reflects our values and a commitment to quality, learning and leading practice.</li> <li>➔ Staff report being supported to develop their skills and work to their full potential.</li> <li>➔ We contribute to social policy and the development of the community services sector.</li> <li>➔ Our brand is clear, our marketing is targeted and it yields demonstrable results.</li> </ul>

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## Over 2019-2022 we will:

Establish an organisational culture that exemplifies our values and our aspirations.	<ul style="list-style-type: none"> <li>• Define and measure our culture.</li> <li>• Establish our vernacular.</li> <li>• Attract, develop, support and retain people who personify our culture.</li> </ul>
Build our infrastructure so that it is sustainable and is enabling of our business.	<ul style="list-style-type: none"> <li>• Continue to build our IT capability – ComCare and ROVA.</li> <li>• Continue to streamline our policies and procedures so they are a ‘means to an end’ not an ‘end in themselves’.</li> </ul>
Build our brand identity, recognition, reputation and significance.	<ul style="list-style-type: none"> <li>• Review and establish our brand.</li> <li>• Establish targeted marketing programmes tailored to service focus areas.</li> </ul>
Establish a solid, long term supporter base who enable our purpose and aspiration.	<ul style="list-style-type: none"> <li>• Establish sponsors/benefactors/champions who will support our service delivery and objectives.</li> </ul>
Grow our consumer directed care - community based aged care services.	<ul style="list-style-type: none"> <li>• Deliver personal care, domestic assistance, community access and carer support.</li> </ul>
Establish our niche in community based disability services.	<ul style="list-style-type: none"> <li>• Determine and deliver service offerings under the NDIS which may include: support coordination, personal care, domestic assistance, community access, carer support, behavioural and skills development interventions.</li> </ul>
Establish core suite of services that address factors known to impact on child wellbeing.	<ul style="list-style-type: none"> <li>• Develop services that meet unmet need.</li> <li>• Consolidate our strategic partnerships.</li> </ul>
Establish a service framework that improves outcomes for vulnerable children and their families.	<ul style="list-style-type: none"> <li>• Trial, test and establish a coordinated wrap around service responses that address assessed need.</li> </ul>
Advance our social enterprises.	<p>Psychology SA and CEDAS</p> <ul style="list-style-type: none"> <li>• Establish a second site for clinical services.</li> <li>• Identify and refine specialisations that compliment service offerings in either aged, disability or child and family services.</li> </ul> <p>Torrensville Child &amp; Family Centre</p> <ul style="list-style-type: none"> <li>• Review business model.</li> <li>• Explore activity that compliments service offerings in disability and, child and family services.</li> </ul>
Establish an evidence base that attracts ‘investment’ in our services e.g. philanthropy, social impact investment, government grants.	<ul style="list-style-type: none"> <li>• Continue to embed outcomes evaluation across all programme activity.</li> <li>• Develop greater expertise in research and evaluation with focus on theory of change and social return on investment (SROI).</li> <li>• Establish an innovation hub that builds internal capacity, skills and expertise in proto-typing and scaling.</li> </ul>
Strengthen our service footprint in the north east, inner north, west and inner southern regions.	<ul style="list-style-type: none"> <li>• Expand our client numbers.</li> <li>• Expand our strategic partnerships.</li> </ul>