I am pleased to present Communicare’s 2018-2021 Strategic Plan.

Our vision for the future is built on solid foundations.

We have strengthened our organisational systems and capabilities to build a more sustainable and responsive organisation, to continue our work with the most vulnerable people in our community.

The improvements we have delivered are positioning Communicare as a smart, agile and efficient organisation with strong foundations to accelerate growth and business transformation, over the next three years.

The Strategic Plan for 2018-2021 has been developed through a collaborative process involving our Board, Executive Team and staff. Informed by extensive consultation by those who provide policy direction and funding support, our partners and the people who access our services.

It signals a clear intention to strengthen our financial resilience through system and capability improvements, innovation, diversification, building strategic partnerships and delivering viable, client focussed programs.

Delivering quality outcomes and developing strategic alliances, collaborations and partnerships with Government, business, clients and other community service organisations, will be key to our success throughout this period.

With key initiatives identified under our six strategic pillars and the capabilities to explore, adapt and seize opportunities in the social services marketplace, Communicare has a clear direction for the future.

I am extremely proud of what we have achieved and genuinely believe our people are our greatest asset. I encourage everyone to be brave and bold and embrace the next stage of our journey.

Melissa Perry
Chief Executive Officer
OUR PEOPLE
Continuously build a highly capable and collaborative workforce by investing in our people and culture

KEY MEASURES

Attract and retain a skilled workforce

Develop a diverse workforce

Build workforce capability

Strengthen workforce capacity

Continue to build a safe and resilient workforce

KEY INITIATIVES

Develop innovative strategies to attract and retain a skilled workforce and engage a future talent pipeline for business critical roles.

Encourage a workplace culture that values and respects workforce diversity with an emphasis on increasing Aboriginal employment.

Cultivate an environment that values and supports opportunities to build workforce capability.

Expand our workforce to meet current and future requirements by growing our volunteer, graduate intake and student placement programs.

Further embed our safety culture through improved reporting, analysis and corrective action and strengthen workplace wellbeing and resilience.

SERVICE DELIVERY & DESIGN
Design services based on our values and aspirations and achieving quality outcomes for our clients

KEY MEASURES

Improve annual service contract delivery

Increase client satisfaction levels of our services

Increase service and program effectiveness

Improve client engagement outcomes

Annual client co-design forums

KEY INITIATIVES

Develop and implement information systems and outcome frameworks to improve measurement and reporting on service delivery quality and contract compliance.

Embed a client centred approach to service design and delivery to increase client satisfaction.

Maintain consistent service standards and implement a Place Based Strategy across program and service delivery.

Develop a client engagement framework to deliver a cohesive client experience and improve our approach to outcomes assessment.

Engage clients, partners and community in service planning, design, evaluation and monitoring.
**WELL RUN BUSINESS**

Provide effective integrated systems and processes to ensure the business is well run, adaptable and sustainable

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**KEY MEASURES**

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**KEY INITIATIVES**

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<thead>
<tr>
<th>Key Measures</th>
<th>Key Initiatives</th>
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<tbody>
<tr>
<td>Increase financial efficiency</td>
<td>Support a strong financial position by maintaining financial efficiency through strong governance and risk management practices.</td>
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<tr>
<td>Increase number of successful tender bids</td>
<td>Further strengthen a planned and analytical approach to evaluating and bidding for new contracts and contract renewals with financially viable outcomes.</td>
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<tr>
<td>Progressive ICT Strategy</td>
<td>Further develop our ICT systems to support service delivery and business effectiveness to drive a progressive ICT strategy.</td>
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<tr>
<td>Increase asset quality and ongoing management</td>
<td>Develop an Asset Management Strategy linked to our Investment Strategy to upgrade and consolidate our assets and infrastructure.</td>
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<tr>
<td>Support growth via revenue diversification</td>
<td>Develop and implement a ‘Growth Strategy’ to guide investment, revenue growth and to identify market opportunities for fee for service and performance based funding models.</td>
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**INNOVATION**

Create and encourage an environment of innovation that continuously introduces new ideas

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**KEY MEASURES**

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**KEY INITIATIVES**

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<td>Increase staff participation rate in Our Ideas Culture</td>
<td>Build an ideas culture where staff are provided the opportunity to reimagine, redesign and reinvent to bring creative solutions to all parts of our organisation.</td>
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<tr>
<td>Increase number of innovation ideas piloted per year</td>
<td>Optimise innovation by providing a platform for staff to feel empowered and trusted to explore their ideas including supporting fail-fast iterations of new solutions to learn and continually improve.</td>
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<tr>
<td>Position Communicare as an innovative organisation</td>
<td>Make innovation a cultural driver for everything we do and advocate Communicare as an innovative organisation.</td>
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<tr>
<td>Establish innovative spaces across the organisation</td>
<td>Embed innovative thinking into Communicare’s DNA with spaces that allow our people to connect, discuss common challenges, share ideas and put these ideas into practice.</td>
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**PARTNERSHIPS**
Continuously nurture and develop Strategic Partnerships that align with our values and purpose

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<td>Increase mutually beneficial partnerships</td>
<td>Engage partners with a shared vision to collaborate on initiatives that enhance social and economic inclusion.</td>
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<tr>
<td>Increase partnership satisfaction across all sectors</td>
<td>Develop a Client Relationship Management Framework to facilitate networking and partnership engagement across relevant programs.</td>
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<tr>
<td>Increase revenue generated from partnerships</td>
<td>Recruit a dedicated Partnership Manager to support a professional approach to partnerships and increase number of corporate partners.</td>
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<tr>
<td>Increase annual fundraising activities</td>
<td>Develop an innovative fundraising strategy to better enable individual, community and corporate giving.</td>
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**ADVOCACY**
Provide effective advocacy to create positive social change

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<td>Increase media share of voice</td>
<td>Implement a proactive use of media to advocate for change and shape the response to prevalent social issues.</td>
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<tr>
<td>Build a better social media capability</td>
<td>Continue to build our social media activity to increase brand awareness and engagement, and support momentum for our advocacy strategy.</td>
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<tr>
<td>Increase brand connections across multiple sectors</td>
<td>Provide a framework and methodology for clear, timely and agreed communications, underpinned by our aspiration, purpose and values.</td>
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<tr>
<td>Become a thought leader to build industry connections</td>
<td>Be a thought leader to intrigue, challenge, and inspire people already familiar with our purpose and help start relationships where none exists to create positive social change.</td>
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<tr>
<td>Increase annual advocacy events</td>
<td>Use events as a communication channel to build awareness and connections across diverse industry sectors.</td>
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OUR PURPOSE

To inspire and empower people to live a life of their choice in an inclusive community.

OUR ASPIRATION

To create strong, safe and inclusive communities for people to participate to their full potential.

ABOUT COMMUNICARE

Communicare is an innovative not-for-profit organisation committed to creating strong, safe and inclusive communities for people to participate to their full potential.

Since 1977, we have developed a positive reputation for community service excellence. Delivering high quality, holistic and integrated social support services that acknowledge diversity and seek to inspire and empower people to participate safely and fully in their communities.

Working collaboratively with public and private sector, and other not for profit organisations, Communicare seeks to build meaningful partnerships that align with our values to ensure better outcomes for the people we serve.

Supported by approximately 350 staff and volunteers, our organisational culture is shaped by our people’s commitment to diversity, respect and fairness. Our values – hope, opportunity, perseverance and equality – sit at the heart of everything we do – enhancing community, economic and social inclusion for everyone.

OUR VALUES

HOPE
Creating optimism and hope for the future.

OPPORTUNITY
Creating opportunities to learn, to share knowledge and experience, to grow and advance.

PERSEVERANCE
Leading with courage, passion and determination to overcome challenges and reach and achieve goals.

EQUALITY
Recognise, respect and value people’s differences to contribute to and realise their full potential.