

**Anglicare Australia Strategic Directions and Operational Plan
2007-09
Presented to AGM 24 September 2006**

(1) FOUNDATIONS: MISSION, PURPOSE & AIMS, VALUES

MISSION STATEMENT *(Agreed by the members in 2000)*

Anglicare Australia promotes a just and caring society through the Christian ministry of the Anglican Church and its agencies.

PURPOSE & AIMS *(Constitution)*

Anglicare Australia exists to lead and support the Anglican Church in the pursuit of the gospel imperative of justice and care.

In particular it aims to:

- Provide a national structure for consultations between Anglican agencies and government, and facilitate communication with the community services sector;
- Encourage co-operation and sharing of resources between agencies, parishes, dioceses and national ministries;
- Enhance the profile of Anglican agencies within the church and the wider community;
- Advocate for members to enhance their services to the marginalised; and
- Affirm and promote community service as integral to the mission of the church.

VALUES *(Constitution)*

Anglicare Australia member agencies will be guided in our work together by the following values:

- We work to increase equity and social justice in Australia, to reduce the gap between the well-off and the disadvantaged;
- We are guided and inspired by the Holy Spirit;
- We are committed to advocacy for justice and are ready to take risks and provide leadership for a radical alternative;
- We strive to be faithful to the scriptures and traditions of the Church and are guided by Biblical principles;
- We seek to be guided in our work by the approaches of cooperation, collaboration and partnership; and
- We will adopt a participatory approach in all we do.

(2) STRATEGIC GOALS *(Agreed 2005 and reinforced 2006)*

These foundations provide the basis for Anglicare Australia's strategic goals:

Goal 1: To influence the national social policy agenda by having a strong advocacy voice informed by research and by engagement with the Anglicare member agencies and the Anglican Church.

Goal 2: To engage and strengthen the Anglicare Australia membership

Goal 3: To develop strong positive relationships with the Anglican Church at all levels

The national network's strategic directions are expressed through the goals and the strategies identified for achieving them.

In April 2006, the CEOs of Anglicare Australia member agencies reinforced the goals and identified the need for Anglicare Australia to be more proactive if it is to fulfil its mission of 'promoting a just and caring society'. They affirmed the need to increase the resource base of the national office and supported an increase in membership fees in order to build capacity in the following areas:

- Well-researched response to ongoing social justice concerns, notably the impacts of Welfare-to-Work and WorkChoices on low paid and vulnerable people.
- Identification of emerging social policy issues of significance to the member agencies and development of a medium-term agenda for reducing social and economic disadvantage.
- Facilitation of special interest networks, with the national office to give priority to the aged care, research and business managers networks.
- Enhanced services to members in order to build capacity for national cooperation, giving priority to improved communication through Anglicare Online.

These recommendations have been taken up by the Anglicare Australia Council in developing Anglicare Australia's Strategic Directions and Operational Plan for the next three years (outlined on pages 3-6).

The Operational Plan seeks to progress the Goals and Objectives of the Anglicare Australia Network. All members of the network have a part to play in implementing the Plan, with the Council and Executive Director taking responsibility for the development and implementation of the strategies. The National Office is responsible for facilitation, project management and coordination (including financial management of national projects), and for providing secretariat support to the Council.

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(3) ANGLICARE AUSTRALIA NETWORK: OPERATIONAL PLAN 2006-07 – 2008-09

Objectives	Strategies ¹	Performance indicators	Timeframe ²	Responsibility	Resource ³
GOAL: To influence the national social policy agenda by having a strong advocacy voice informed by research and by engagement with the Anglicare member agencies and the Anglican Church					
1. Identify emerging social policy issues	<p>1.1 Introduce a mechanism to identify emerging national issues and determine AA's role for proactive/reactive engagement (note: April 2006 CEOs forum recommended a proactive, medium-term social change agenda)</p> <p>1.2 In consultation with members, prioritise identified issues.</p>	<p>1.1 Mechanism in place</p> <p>1.2 Issues identified and supported as priorities by member agencies</p>	<p>1.1 Over next six months</p> <p>1.2 Issues identified early 2007; reviewed annually</p>	<p>1.1 and 1.2 ED and policy/research staff, linking with policy advisory groups (see 4.2)</p>	<p>1.1 and 1.2 National office core budget</p>
<p>2. Respond to identified social policy issues: FIRST PRIORITY – CONTINUATION OF CURRENT ACTIVITY:</p> <p>2.1 Impact of Welfare-to-Work and WorkChoices</p> <p>2.2 Families and Children - child poverty; child protection; family relationships services</p> <p>2.3 Aged and community care</p>	<p>2.1 Joint action with other church peaks, ACOSS and specific alliances; - Keep watching brief on effects of implementation of W2W and WorkChoices, through national office and members and regularly updated on Anglicare Online; - Measure impact of W2W and WorkChoices on clients of AA member agencies</p> <p>2.2 Research and publish <i>State of the Family 2007</i>; - Secure external funding and network support in order to reinvigorate Break the Cycle Stage 2</p> <p>2.3 Joint action with National Aged Care Alliance and Community Care Coalition to develop coordinated submissions, position papers; AA submissions to other policy developments as relevant</p>	<p>2.1 Compilation and analysis of member agency information and research, both qualitative and quantitative</p> <p>2.2 SOTF: Publication of <i>State of the Family 2007</i>; BTC: Funding secured</p> <p>2.3 Measurable impact on policy and program implementation</p>	<p>2.1 High priority, immediate and building over next 12 months in lead-up to next federal election</p> <p>2.2 SOTF: launch at Sept. 2007 Conference BTC: next 12-18 months</p> <p>2.3 Ongoing – within NACA & CCC timeframe</p>	<p>2.1 National office, with relevant advisory group (see 4.2) and network support)</p> <p>2.2 National office</p> <p>2.3 National office and aged care network</p>	<p>2.1 National office core budget</p> <p>2.2 SOTF: External sponsorship BTC: external funds</p> <p>2.3 National office core budget</p>

<p>2. Continued Respond to identified social policy issues: SECOND PRIORITY – NEW ACTIVITY: 2.4 Mental Health 2.5 Taxation reform 2.6 Homelessness and housing 2.7 Other issues as identified (see 1.1 and 1.2)</p>	<p>2.4 – 2.17 Strategies to be developed include:</p> <ul style="list-style-type: none"> • Response to government initiatives, changes and policies • Watching briefs and position papers for members • Initiation of forums (with member agencies, Bishops, other peak bodies as relevant) to explore & develop proactive research, policy & lobbying responses to identified issues 	<p>2.4 – 2.7 Position papers, contributions to relevant submissions, forums held, projects developed and implemented, publications, media engagements.</p>	<p>Over next three years</p>	<p>National office with relevant networks and policy advisory groups</p>	<ul style="list-style-type: none"> • National office core budget • Project funding from external sources (Trusts, sponsorships)
<p>3. Expand lobbying capacity, engaging network support</p>	<p>3.1 Research the extent to which our members provide Federal/State services, and consider the impact on AA and our role and network, including models to interface with state govt/agencies (sharing these)</p> <p>3.2 Reinvigorate research network</p> <p>3.3 Develop a register of member agency research and advocacy in key areas policy and advocacy</p> <p>3.4 Build on networking, lobbying and research capability of the network</p> <p>3.5 Facilitate member agency links and engagement with Ministers, Shadow Ministers</p>	<p>3.1 Research conducted and analysed; results ‘mapped’ & shared with network</p> <p>3.2 Network expanded and active</p> <p>3.3 Register developed</p> <p>3.4 Improved joint lobbying</p> <p>3.5 Links facilitated and delegations to politicians occurred.</p>	<p>3.1 Over next 12-18 months</p> <p>3.2 Over next 12 months</p> <p>3.3 Over next 12-18 months</p> <p>3.4 Over next three years</p> <p>3.5 Priority: lead-up to federal election 2007</p>	<p>3.1 National office</p> <p>3.2 National office</p> <p>3.3 National office</p> <p>3.4 National office</p> <p>3.5 National office</p>	<p>National office core budget In-kind support from members Project funding from external sources</p>

Objective	Strategies	Performance indicators	Timeframe	Responsibility	Resource
Goal: To engage and strengthen the Anglicare Australia membership					
Strengthen network cooperation and relationships among members, to: <ul style="list-style-type: none"> ▪ Build capacity for service delivery and enable response to human need through loving service ▪ Foster existing and enable new partnerships, cooperation and networking ▪ Demonstrate respectful relationships and a culture of care 	4.1 Ongoing and increased network support and facilitation. Immediate priority: research & business manager networks–	4.1 Functional networks, use of Anglicare Online	4.1 Over next three years & ongoing	4.1 National office & network facilitators	National office core budget, supported by networks as relevant In kind support from members as relevant Additional project funds from external sources, as relevant
	4.2 Establish and support advisory groups in key policy areas (these groups to link with relevant special interest networks)	4.2 Functioning advisory groups	4.2 Two groups by early 2007 – working toward federal election	4.2 National office	
	4.3 Strengthen relationships among CEOs through CEOs forums	4.3 Annual CEOs Forum held	4.3 First half of each year	4.3 Council	
	4.4 Further develop existing Code of Conduct to include a ‘membership agreement’ framework	4.4 Revised Code and framework	4.4 By AGM 2007	4.4 National office	
	4.5 Develop resource for member agencies to promote Anglicare Australia through their staff induction processes	4.5 Induction kit	4.5 By AGM 2007	4.5 National office with HR network	
	4.6 Increase capacity by sharing expertise, policies, practices	4.6 Expansion of Anglicare Online	4.6 Over next three years	National office	
	4.7 Increase collaboration for state-wide & national service delivery	4.7 Mechanism for joint tenders etc in place	4.7 Over next three years	National office	
	4.8 Recruit new members & encourage former members to rejoin	4.8 New members received; former members rejoined	4.8 Over next three years	4.8 National office	
	4.9 Work with marketing managers to further national branding and promotions – e.g. differentiating our brand: distinctiveness of Anglican care and social justice	4.9 Improved brand recognition	4.9 Over next three years	4.9 National office; marketing network	
	4.10 Further develop ways for larger members to support small ones (including HR, marketing, IT, fundraising, governance, QA).	4.10 Positive member agency feedback	4.10 Over next three years	4.10 National office & networks, notably HR & Business	

Goal: To develop strong positive relationships with the Anglican Church at all levels

Objective	Strategies	Performance Indicator	Timeframe	Responsibility	Resource
5. Strengthen relationships with the General Synod, Dioceses and Parishes	5.1 Develop position paper: relationship of Anglicare Australia with General Synod	5.1 Position paper developed; submitted to General Synod Standing Committee	5.1 By end 2006	5.1 Council	National office core budget In kind support from members as relevant
	5.2 Presentation at General Synod 2007 (Canberra)	5.2 Presentation made and feedback received.	5.2 October 2007	5.2 National office, with Council	
	5.3 Continue and build on regular communications to Dioceses – <i>e-News</i> , communiqués to Bishops, reports to General Synod Standing Committee.	5.3 Regular communications and reports circulated	5.3 Over next three years	5.3 All Anglicare Australia constituents – national office, Council, members	
	5.4 Develop protocol for cooperation among member agencies and Dioceses – part of <i>Code of Conduct</i> ‘Member agreement’.	5.4 Protocol in place and affirmed by members and Diocesan Bishops	5.4 By October 2007 (ie Anglicare Australia AGM: 2 September and General Synod: 20-26 October)	5.4 Council	
	5.5 Through the national network and special interest networks, demonstrate culture of healthy relationships; mutual support; sharing of resources and expertise	5.5 Evidence of stronger engagement/ partnerships among members, the network at large, and Dioceses/other agencies of the Anglican Church	5.5 Over next three years	5.5 Council, national office, member agencies	

¹ New strategies highlighted. The remainder consolidate, enhance or further develop current national office and collective activity in accordance with agreed goals and priorities.

² Some of the strategies will be ongoing, beyond the three-year term of the operational plan.

³ The National Office Core Budget for 2006-07 is based on income from membership fees of \$375,000 supplemented by project-specific income and interest totalling \$95,000. This budget allows a staffing structure of 3.5 EFT staff – executive director, policy, research and project support, and administration, member services and communications.