

Strategic Plan 2009 - 2012

# Wimmera UnitingCare

[www.wimmera.unitingcare.org.au](http://www.wimmera.unitingcare.org.au)



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## Organisational overview

Wimmera UnitingCare began operating in 1981 and is part of the network of the Uniting Church in Victoria and Tasmania. It is its third largest Victorian community Service agency and employs more than 220 staff and is supported by over 250 volunteers. The Agency helps more than 7,000 people every year in the Wimmera region by providing over 70 programmes and activities in children, youth and family services, disability, aged care and housing and finances.

The Agency is part of the broader Uniting Care network which employees over 4,100 staff and has the commitment of over 7,300 volunteers. The organisation provides various early childhood, aged and community services to over 350,000 people annually. The Agency recognises and respects the values of the Uniting Church in Australia which is committed to supporting and strengthening personal, family and community life and contributing towards building a just, compassionate and sustainable society.

Wimmera UnitingCare's Mission and Purpose is to 'Support and Strengthen Personal, Family and Community Life throughout the Wimmera'. The region includes the municipalities of Hindmarsh, Horsham Rural City, Northern Grampians, West Wimmera and Yarriambiack, with some services also provided in Ararat Rural City and Buloke Shire. Wimmera UnitingCare's core Values are:

- Recognising and respecting the value of the Uniting Church in Australia and working within its ethos.
- Providing services and advocating for families and individuals in ways which are sensitive to their needs and empowering of them;
- Communicating in an open, clear and respectful way;
- Forming relationships, alliances and networks with other agencies based on co-operation and trust;
- Recognising and respecting the contribution and professionalism of staff, promoting their development and ensuring efficient and support management; and

The organisation is a direct service provider of programs for a number of Victorian government departments, in particular the Department of Human Services, and some Commonwealth Government departments, notably the Department of Education and Early Childhood Development. One of the functions of Wimmera UnitingCare is to identify unmet needs and gaps in service provision in the region and to seek Government, trust and church funding to address these needs.

## Strategic Themes and Objectives

### Identifying and responding to the needs of individuals, families and communities

The need of individuals, families and communities are constantly changing through altering weather, finances, economics, age, health and/or environment. Throughout these ups and downs, we will constantly identify and respond to the Wimmera people's varying needs and relationships.

Objective:

1. Improve our responsiveness to community needs in a changing environment and advocacy for positive changes to society.
2. Continue responding appropriately to the external conditions that affect local and indigenous communities.
3. Improve our image, marketing and communication with and within the congregation and the broader community.

### Building leadership and capacity

Critical to our success is our ability to provide leadership and to build capacity within ourselves and within the Wimmera communities by being alert to the effects of change, diligent in our development and delivery of practical services and programmes, persistent in improving our staff and organization and articulate in our advocacy.

Objective:

1. Develop and leverage relationships and alliances with key partners.
2. Develop executive leadership capabilities.
3. Redevelop facilities on time and to budget.

### Improving organisational systems

To support the services and programs we deliver and to ensure they remain appropriate, as well as morally, ethically and legally pertinent, we will continue our investment in improving our management, organizational policies, procedures and systems.

Objective:

1. Develop improved performance management reporting systems.
2. Improve systems for managing staff and conducting performance appraisals.

### Maintaining financial sustainability

To fulfil our mission of supporting and strengthening individuals, families and communities throughout the Wimmera, we will keep up our current funding, seek new resources and manage our reserves to provide ongoing financial sustainability in changing times.

Objective:

1. Improve our financial sustainability.
  2. Ensure programs are financially viable.
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3. Develop financial resilience in a changing economic climate.

## **Long Term Goals**

1. Deliver well resourced financially sustainable services
2. Improve the quality, efficiency and professionalism of services
3. Achieve responsive outcomes
4. Build organisational and community capacity and manage risk
5. Provide representative leadership as part of the Wimmera community
6. Expand and enhance community relationships

## **Priority actions for 2009 – 2010**

- Improve annual staff performance appraisal systems
- Identify and actively pursue opportunities for widening our revenue base
- Review organisational policies and procedures to enhance efficiency, effectiveness and compliance at organisational and program levels
- Encourage cross disciplinary teams within the organisation to create greater collective understanding of what we do
- Identify the preferred site and develop the new Wimmera Uniting Care facility
- Implement an organisational cultural audit across the organisation
- Improve communication and marketing of WUC services and programs
- Assess the benefits and outcomes of creating a resourced commercial services unit
- Pursue and enhance partnerships with private sector, government and community
- Building on the relationship with the local congregation and presbyteries as an integral part of the community
- Develop and implement programs to strengthen community connections which reflect changing environments
- Respond to changing community needs within our family, youth, disability and children's services

### **Contact details**

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