

Communities@Work

Creating a Sustainable Future

Strategic Intent 2014-19





Overview

Over the past 37 years, Communities@Work has developed an enviable reputation for delivering quality community services of social value and practical benefit.

This Strategic Intent provides a sound framework for building on past achievements and shaping our future direction in response to emerging community needs and evolving policy settings.

The community sector is experiencing considerable change in its operating environment, characterised by major reforms in the children's services, disability and seniors sectors, the fiscal constraints of government and the ever increasing demand for social services.

Communities@Work is well positioned to respond effectively to these changes. Our innovative and progressive culture enables us to respond in a flexible and constructive manner to the prevailing environment.

Central to the future development of the community sector is its capacity to realise efficiencies, operate with the utmost professionalism and respond effectively to client needs. Communities@Work is committed to adopting a client-centred approach to the development and delivery of its services, and to balancing sound business acumen with empathy for those in need.

The next chapter in the Communities@Work story will be characterised by sound research, the development of financially sustainable operating models and the adoption of an internationally recognised quality management system.

As a diverse organisation providing a continuum of care to people from birth to senior years, we will also focus on forging productive partnerships, generating a fuller understanding of our volunteering resource and continuing to develop a highly professional workforce.

Communities@Work has the governance and management structure to cope with the challenges ahead. As a not-for-profit company limited by guarantee, we are governed by a high profile and experienced Board, and managed by very competent and qualified practitioners who understand the nuances of their roles and responsibilities.

We look forward to an exciting and rewarding future which yields significant benefits for the general community.



Archie Tsirimokos
Chair



Lynne Harwood
Chief Executive Officer



The vision, mission
and values of
Communities@Work
are the foundations
that guide and support
all our endeavours.



Our Vision

A resilient and socially inclusive community that cares for the well-being of all.

Our Mission

To deliver quality community services of social value and practical benefit.

Our Values

Trust, Integrity and Transparency

We earn the confidence of the community by embedding these qualities throughout Communities@Work.

Respect for All

We respect everyone we deal with, care about everyone in the community and value difference and diversity.

Flexibility and Responsiveness

We are adaptive and agile in pursuing our vision, with a proactive approach to change and progress.

Quality and Innovation

We are committed to excellent service delivery, underpinned by continuous improvement and innovation.

Affordability and Sustainability

We ensure our services are relevant and appropriate as we build our capacity for a sustainable future.



Figure 1 Client-Centred Framework

Our Resources How we serve

Fees-for-Service



Fundraising



Structured
Government
Funding



Partnerships



Volunteers



Social Venture
Enterprises



Strategic Threads



Our Programs
Who we serve

Our Geographic Reach
Where we serve



**Australian
Capital
Territory** →

**Greater
Capital
Region** →

**National
Alliances** →



Our Clients Who We Serve

Communities@Work adopts a client-centred approach to the development and delivery of its services. In response to identified client needs, our programs are structured around the following five program categories as depicted in Figure 1.

Children's Services

We provide a safe, stimulating environment for the nurture and education of young people through the provision of high quality child care via our education centres, family day care and in-home care services, and out-of-school hours care.

Social Programs

We provide food and essential services to the most vulnerable and disadvantaged people in the community, with a focus on instilling a sense of dignity, hope and empowerment.

Disability and Mental Health

In an environment characterised by trust and respect, we provide support services to people with a disability to enhance their independence, social inclusion and well-being.

Seniors Programs

We assist seniors to lead independent and productive lives through the provision of transport, social inclusion and recreational activities.

Special Program Areas

We provide a range of specialised services to meet particular community needs such as the Galilee School, Buoyed Up, Reach Home, Side by Side, Family Programs, the Professional Support Coordinator and our registered training organisation.

Figure 1





Our Resources

How We Serve

Communities@Work balances sound business acumen with empathy for those in need to deliver cost-effective and relevant community services. We benefit from economies of scale and our resources include:

Fees-for-Service

The largest component of our revenue is derived from fee-for-service programs and these will continue to be a strong foundation for future organic growth.

Fundraising

We rely on strong community support through donations, philanthropic grants, sponsorships and fundraising, and will seek to strengthen the capacity and sophistication of our fundraising activities.

Government Funding

Structured government funding for programs which align with our strategic direction will always be an important resource for responding to community needs.

Partnerships

We value productive partnerships with other organisations and individuals to undertake community projects, strengthen connections and pursue common goals.

Volunteers

We value the passionate commitment and skills of our many volunteers who are an integral ingredient to the success of our programs and our organisation.

Social Enterprises

We will explore options for sustainable social enterprises which provide meaningful employment opportunities for disadvantaged people and serve the greater good.

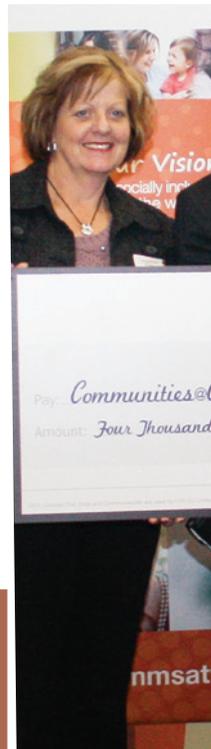
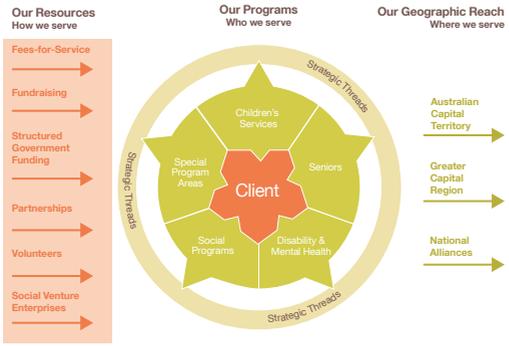


Figure 1



Our Geographic Reach

Where We Serve

Communities@Work's geographic reach is expanding, consistent with its capacity to provide improved services to more and more people.

The Australian Capital Territory

While our services originated in Tuggeranong, we are now positioned to serve the whole of the Australian Capital Territory across all program areas.

The Greater Capital Region

Some of our programs already serve clients within the Greater Capital Region and we will explore the feasibility and scope of expanding our geographic reach in response to identified needs.

National Alliances

We have two successful national partnerships through the Buoyed Up and Professional Support Coordinator programs, and will explore opportunities for other national alliances of strategic significance.

Figure 1



Greater Capital Region



Strategic Threads

The strategic focus of Communities@Work is to respond to community needs in a highly relevant, professional and sustainable manner. In this context, the following strategies are important threads which knit our future approach to program development and implementation.

Client-Centred

We will ensure that our programs are client-centred and respond to the needs of the community.

Sound Research

We will undertake sound research as a basis for informed and optimal decision-making.

Financial Viability

We will ensure that our programs operate efficiently and effectively with sustainable financial models.

Clear Identity

We will ensure that all our programs are clearly integrated with the organisational identity.

Professional Workforce

We will provide opportunities for enhancing the qualifications and skills of our employees.

Quality Processes

We will develop an internationally recognised quality management system.

Program Integration

We will enhance program integration to realise efficiencies and deliver holistic services.

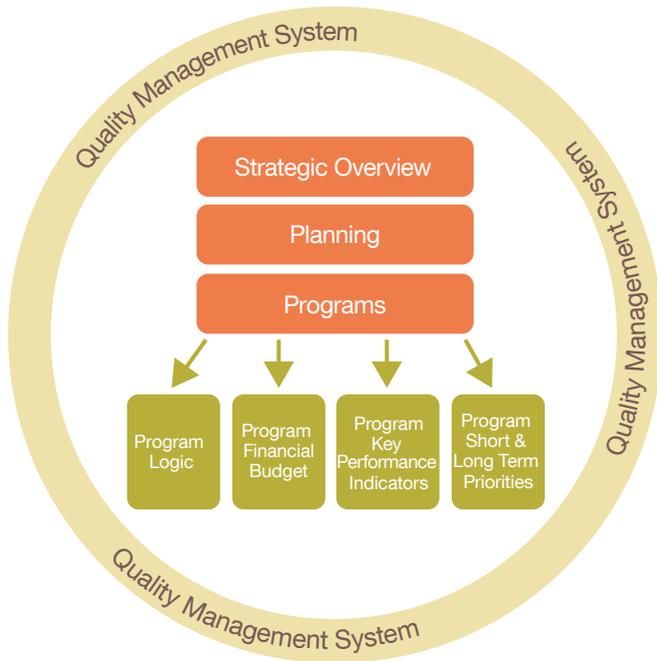


Business Plans

Each of the program areas identified in Figure 1 will develop annual business plans to drive their day-to-day operations. As shown in Figure 2, these plans will provide detailed information on each program's rationale (program logic), key performance indicators, budget, and short and long term priorities in the context of a quality management system framework.

We use an ISO Quality Management System to ensure that all our management processes are based on best-practice policies, on-going risk assessment and continuous improvement processes.

Figure 2: Business Plan Model



Communities@Work

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