



Our 2022-2025 Strategic Plan

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ACKNOWLEDGEMENTS

Acknowledgement of Country

We would like to acknowledge the traditional custodians of the land on which we live and work, the Giya/Naro people, and acknowledge their elders, past, present and emerging. Those custodians hold the memories, traditions, culture and hope of the Aboriginal community. We would also like to acknowledge the Torres Strait Islander and South Sea Islander communities, and their elders, past, present and emerging.

Acknowledgement of Contributions

Whitsunday Counselling and Support acknowledges the many people whose stories, experiences and insights contributed to the development of this Strategic Plan. We thank you for your contributions.

Acknowledgement of Beacon Strategies

Whitsunday Counselling and Support acknowledges the contribution of Beacon Strategies in facilitating the project which led to the development of this Strategic Plan. This project included desktop research, extensive consultation with internal and external stakeholders, collaborative development of the Strategic Plan document itself and implementation support. We thank the Beacon Strategies team for their efforts.

FORWARD

It is my pleasure to present Whitsunday Counselling and Support's 2022-2025 Strategic Plan.

Over the next 3 years, Whitsundays Counselling and Support will focus on consolidating its position in the region and sector. We will do this through enhancing our existing services, embracing complementary growth, strengthening our relationships, and ensuring our sustainability into the future. We will also focus internally on building the capacity and expertise of our people, and enhancing our systems and culture.

Recent years have seen the sector move towards delivering more holistic, trauma-informed services focussed on prevention and early intervention through networking and service collaboration. Whitsunday Counselling and Support welcomes this move and is working to align our service offerings accordingly, as well as continue to build the capacity of our community through education and engagement.

Through enacting this 2022-2025 Strategic Plan, Whitsunday Counselling and Support aims to meet our commitment of continual development of our services, systems and people, and in turn deliver ever better outcomes for our clients and communities.

On behalf of the Management Committee and Co-Managers, we look forward to implementing this 2022-2025 Strategic Plan and working towards achieving our vision of a respectful, safe and caring community.

Robin Morrison

President, Management Committee

WHITSUNDAY COUNSELLING & SUPPORT

About us

Whitsunday Counselling and Support is a not-for-profit community-based organisation working towards the prevention and reduction of violence in the community. We provide professional support services to people and families who have experienced domestic violence, child abuse, sexual assault or are at risk of neglect or abuse.

Having been the sole or primary provider of many of our services in the Whitsunday region for more than 30 years, we have a wealth of experience and a strong foundation as a leader in the sector.

We are committed to ensuring our actions reflect the vision, mission, and values of our organisation, and we strive for measurable results that culminate in a healthy and safe environment for all members of our community.

Vision

A respectful, safe and caring community

Mission

Empowering individuals, families and the community through education, counselling and support

Values

Safe and empowered	We believe that every person has the right to be safe, empowered, and have the ability to live a life free from violence and the fear of violence.
Respect and dignity	We work to support all people affected by domestic violence, child abuse, and or sexual assault. We envision a society of non-violence in which every individual is valued and treated equally with respect and dignity.
Equality	We believe all individuals have intrinsic worth and have the right to be valued equally, regardless of gender, ethnicity, social class, age, political affiliation, sexual orientation, religion or ability.
Diversity	We embrace diversity and provide culturally responsive services that are delivered with compassion and respect.
Child rights	We recognise that a child has a right to be supported to develop and maintain a connection with the child's family, community, culture, traditions and language.
Sustainability and growth	We value the history and longevity of our organisation and are committed to our sustainability and growth.
Accountability	We are committed to high standards of practice, compassion, honesty, confidentiality, and accountability.

OUR 2022 - 2025 STRATEGIC PLAN

Methodology

Our 2022-2025 Strategic Plan has been informed by input and insights from Whitsunday Counselling and Support's clients, staff, external stakeholders, Executive Management Team and the Management Committee. The 2022-2025 Strategic Plan is also informed by a review of leading evidence, policy documents and sector trends relating to the provision of support services for people and families who have experienced domestic violence, child abuse, sexual assault or are at risk of neglect or abuse.

This 2022-2025 Strategic Plan was collaboratively developed through a facilitated workshop with the Executive Management Team and the Management Committee, and iteratively refined.

Purpose of this document

Our 2022-2025 Strategic Plan sets out a clear and achievable direction for our organisation for the next three years, and provides a framework against which we can measure our continued development and growth.

The remainder of this document is structured as follows:

Our focus areas

The six key areas Whitsunday Counselling and Support will focus on between 2022-2025.

Our objectives

The key outcomes we aim to achieve within each focus area.

Our pathway to success

The key actions we will undertake in order to achieve our objectives.

OUR FOCUS AREAS



Enhance existing services

We are committed to ensuring our services align with community needs, are evidence-based and focused on building the capacity of our clients and communities.

Our objectives	<ul style="list-style-type: none">● Focus on health promotion, resilience building, and community development and education● Explore opportunities to secure additional transitional housing● Embrace diversity within our workplace, practice and services, and do our utmost to meet our clients diverse needs● Further utilise qualitative and quantitative data to inform our monitoring, evaluation and quality improvement processes
Our pathway to success	<ul style="list-style-type: none">● Undertake community consultation to understand the service needs and aspirations of our clients and communities● Develop and design comprehensive community capacity building and education program● Continue to strengthen relationship with Department of Housing, and explore transitional housing expansion opportunities● Develop a Reconciliation Action Plan● Collect and analyse qualitative and quantitative data, and take appropriate action to improve our service based on these insights

Develop and maintain partnerships with external stakeholders

We are committed to strengthening our organisation and external relations in order to provide collaborative, transparent and high-quality services for our clients and the community.

Our objectives	<ul style="list-style-type: none">● Enhance community awareness of services● Continue to establish and strengthen formal working partnerships with referring agencies and organisations● Strengthen collaborative relationships with sector and community organisations● Improve the organisation's perception and reputation within the sector and community
Our pathway to success	<ul style="list-style-type: none">● Increase our presence within the community through media, marketing and attendance at community events● Proactively network and consult with relevant external bodies within the sector and community● Prioritise gathering and actioning feedback received from clients and community members

Continue to build and nurture a supportive and collaborative workplace culture

We are committed to continuously improving our organisational culture to ensure staff feel valued and informed of current and future operations, and their wellbeing prioritised.

Our objectives	<ul style="list-style-type: none">● Proactively foster a positive and productive organisational culture● Prioritise the wellbeing of our staff● Ensure staff have a clear understanding of our organisational operating environment● Cultivate an environment where staff feel valued and their contribution is recognised
Our pathway to success	<ul style="list-style-type: none">● Team building activities (both informal and formal, and both within and across teams) occur on a regular basis● Our actions and activities model our organisational values● Establish mechanisms which support staff wellbeing● Information about our funding streams and financial position, roles across the organisation, and our service offerings are available and accessible to all staff

Increase staff capacity and expertise

We are committed to ensuring our team is set up for success and encouraging continual learning and development across the organisation.

Our objectives	<ul style="list-style-type: none">● Ensuring all our staff have access to appropriate supervision which covers their professional and clinical practice, including peer supervision● Building the professional capacity of our staff through formal training and development opportunities
Our pathway to success	<ul style="list-style-type: none">● Continue to embed formal supervision partnerships, including manager-staff and peer partners● Continue to embed the use of professional development plans● Maintain an annual training calendar and associated professional development budget to continually build the skills and expertise of our team

Grow and foster an environment of productive governance and leadership

We are committed to developing our leadership, improving transparency and communication across the organisation, and establishing robust governance structures.

Our objectives	<ul style="list-style-type: none">● Strengthen the Management Committee's processes, procedures and awareness of organisational programs and services● Increase visibility and interaction between the Management Committee and staff● Refine mechanism for monitoring and responding to organisational risk
Our pathway to success	<ul style="list-style-type: none">● Update the Management Committee Orientation Manual● Develop a comprehensive induction process for new Management Committee members● Continue to ensure that staff regularly attend, present to, and participate in Management Committee meetings● Establish pathways for continual information sharing, communication and interaction between all levels of the organisation● Develop Risk Management Plan

Maintain sustainability and increase revenue

We are committed to delivering high-quality, sustainable services which meet and exceed the expectations of our funders and donors, and continuing to explore complementary growth opportunities.

Our objectives	<ul style="list-style-type: none">● Explore funding opportunities which complement existing services● Ensure existing funding streams and grants are maintained● Contractual reporting requirements are consistently met and exceeded● Increase our capacity to respond to grant and tender opportunities
Our pathway to success	<ul style="list-style-type: none">● Proactively identify and apply for relevant complementary funding opportunities● Continue to develop processes and capabilities to ensure high-quality reporting to funding bodies● Continue to develop mechanisms to ensure we consistently deliver services which meet and exceed the expectations of our funders and donors● Continue to proactively build collaborative relationships with funding bodies● Obtain funding for existing staff to undertake formal grant and tender writing training

OUR IMPLEMENTATION APPROACH

Timeframes

This 2022-2025 Strategic Plan will be implemented over a horizon of 3 years, commencing in July 2022 and concluding in June 2025. The 2022-2025 Strategic Plan will be reviewed annually throughout this period in accordance with the governance framework outlined below.

Governance

This 2022-2025 Strategic Plan will be implemented in accordance with a robust governance framework which details individual and team responsibilities, regular reporting milestones and provides oversight for the Whitsunday Counselling and Support's Management Committee.

Our Management Committee and Executive Management Team will also undertake an annual review of this 2022-2025 Strategic Plan to ensure emerging issues and sector trends are identified and incorporated into the 2022-2025 Strategic Plan as they arise.

We are committed to self-accountability in achieving this 2022-2025 Strategic Plan and will report annually on our progress. Our annual reporting process will celebrate our achievements of the previous year, transparently acknowledge areas of potential improvement and detail how we plan to create positive change in the coming year.