

BURDEKIN COMMUNITY ASSOCIATION INC.

STRATEGIC PLAN

2016 - 2020

PRESIDENT'S FOREWORD

As the Burdekin Community Association Inc. (BCA) continues to grow and progress into our 41st year of service in 2016, we remain firmly committed to maintaining and continuing our past performance, and planning for our future with firm disciplines.

The BCA continues to enjoy great respect in our local community, thanks to our wonderfully loyal, dedicated and highly professional staff. Their skills and commitment to community service are, I believe, unique.

Five years ago, at the launch of our 2011-2015 Strategic Plan, I commented on how fast our world is changing. Now, as we move determinedly into our next five year phase, change is happening even faster, and coupled with an even greater variable – uncertainty.

That's not to suggest that the long term sustainability of the BCA is in doubt, but we have to be ready to adapt to change much faster and more efficiently than ever before. Otherwise, we'll be left behind.

One of our great achievements in the past five years has been our ability to move ahead “pro-actively” – to develop strategies for new services that are preventative, instead of simply helping to alleviate problems “reactively”. That's our ongoing challenge for the next five years.

The one thing that does not change is the level of support from our partners and stakeholders, headed as always by the Burdekin Shire Council. Our relationship with the Mayor, Councillors and staff continues to be close and positive for the benefit of the community we serve.

Our kindred community organisations remain firm friends and valued partners. We all work closely together as a united sector in the best interests of the Burdekin Shire.

I also thank the BCA volunteers who support us in so many ways, from our many consultative committees, to our Community Information Centre team, to all our hands-on supporters who do it for no other reason than they care. You help us to keep in touch with the local community.

And to our wonderful BCA staff who demonstrate such dedication to your jobs, your expertise is outstanding and deeply appreciated.

The future of the BCA won't just happen - it takes hard work, and a firm commitment to the future. That's why this Strategic Plan is so relevant – it's based on those principles of discipline.

Majella Meehan
President

CHIEF EXECUTIVE OFFICER'S INTRODUCTION

We are delighted to present the *Burdekin Community Association Inc. Strategic Plan 2016-2020* which sets the direction and outlines the vision for our organisation over the next five years.

In developing the Strategic Plan, the BCA has undertaken broad engagement with the community, staff, volunteers and other stakeholders to ensure the plan reflects the direction the organisation needs to take to continue to deliver the excellent services our community need and deserve. The plan also builds on our goals to not only deliver quality care but to continue to improve and innovate.

BCA's vision is for *"compassionate and connected communities where everyone is supported and free from hardship and distress."*

BCA's purpose is to *"assist the aged, families, children and individuals who are suffering hardship and distress and to improve the health and wellbeing of people in the region."*

Over the next five years, we will achieve the BCA's purpose through nine strategic objectives:

1. *Promoting a coordinated and integrated response to address the social and welfare needs of the Burdekin community.*
2. *Delivering efficient, effective, quality services to meet the needs of individuals, families and the community.*
3. *Ensuring equitable access to BCA services.*
4. *Advocating for social welfare in the community.*
5. *Providing community information, consultation and education on social welfare issues.*
6. *Developing a strong and resilient organisation.*
7. *Developing our people.*
8. *Operating in a financially responsible way.*
9. *Ensuring BCA has a continued funding base.*

Achieving the goals set in our Strategic Plan requires strong and effective leadership, ongoing engagement with our stakeholders, staff and volunteers and an organisation-wide commitment to excellence and continuous improvement.

We look forward to the challenges ahead and to maximising the skill, innovation and drive of our workforce in delivering the best possible outcomes to the people we serve.

Debra Cochran
Chief Executive Officer

PURPOSE

This plan outlines our strategic objectives for the next five years. It builds on the work of the *BCA Strategic Plan 2011-2015* released in 2011 and the strategic planning and performance monitoring process we have progressed since then.

It identifies our strategic objectives, our performance measures and the major initiatives we will implement to assist people who are suffering hardship and distress and to improve the health and wellbeing of people in the region.

The *Burdekin Community Association Inc. Strategic Plan 2016-2020*:

- describes to our stakeholders, staff, volunteers and the community what we aim to achieve over the next five years;
- links the Government's priorities to the community service outcomes we plan to achieve;
- shares our strategic planning framework with stakeholders, staff and volunteers;
- provides direction to our staff and volunteers on how their work can contribute to achieving community service outcomes;
- provides direction to BCA management in allocating resources;
- identifies the challenges we face as we work towards achieving our purpose; and
- guides the organisation in operational and business planning.

ROLE

The BCA has two major roles:

- A leadership role to deliver community services that prevent and alleviate hardship and distress, such as programs to promote independence; community inclusion; health and wellbeing; community-based support programs, services specific to population groups including older people, women, children and young people.
- A partnership role with consumers, other community service providers and other sectors to improve people's health and wellbeing and communities.

OVERVIEW

The Burdekin Community Association Inc. (BCA) is a not-for-profit, incorporated association, which strives to fulfil the unmet social, welfare and health needs of the Burdekin community. A diverse range of community services are delivered by the BCA to the Burdekin Shire. Since establishment in 1975, BCA has evolved to become one of the largest community organisations in the region.

The BCA is a registered charity, has an Australian Business Number, Income Tax Exemption and Deductible Gift Recipient status.

Many of BCA's initiatives are made possible by the generosity of local service clubs, business houses, individuals and the Burdekin Shire Council. The BCA shares a common goal with the council, *"to make the Burdekin the best Australian rural community in which to live."*

OUR VISION

BCA's vision is for *"compassionate and connected communities where everyone is supported and free from hardship and distress."*

OUR PURPOSE

BCA's purpose is to *"assist the aged, families, children and individuals who are suffering hardship and distress and to improve the health and wellbeing of people in the region."*

OUR VALUES

Our values provide a platform for individual, team and organisation attitudes and behaviours, the way we work and interact with people.

- **Compassion.** We bring holistic care, hope and inspiration through our understanding and empathy for others.
- **Respect.** We treat everyone with care and respect at all times.
- **Integrity.** We maintain the highest degree of ethical standards and put our values into action.
- **Leading through learning.** Our culture encourages innovation and supports learning.

OUR OPERATING PRINCIPLES

- Responding justly and fairly
- Working in partnership
- Enabling and supporting improvements in the community services sector
- Being accountable for our resources and actions

BCA's OPERATING ENVIRONMENT

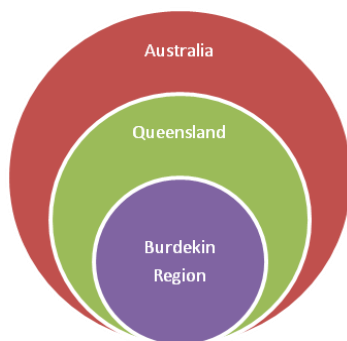
The period from 2016 – 2020 is expected to be one characterised by an increasing demand for BCA's services balanced against budgetary constraint.

Economic Outlook

Australia's economy is expected to make a modest recovery during the planning period. The Organisation for Economic Cooperation and Development forecasts (3%) economic growth for Australia in 2017. Ongoing decline in resource-sector investment will be offset by strengthening consumption, non-resource sector investment and exports. Consumer price inflation will increase gradually as the economic upswing gathers momentum and the labour market starts tightening.

Queensland economic growth is forecast to strengthen to 4½% in 2016-2017, before moderating to 3¼% in 2017-2018. As a result, growth in Queensland is forecast to be stronger than that of all other states.

Linked with this economic outlook, the Australian Treasury forecasts employment growth to remain subdued, with the national unemployment rate expected to rise to 6½% by June quarter 2016 and then edge back to 6¼% by June quarter 2017. In line with below trend economic growth, inflation and wages growth are expected to remain contained¹.



The Burdekin's economy is impacted by the broader economic environment; however, the Burdekin region's economic outlook will also be impacted by local influences.

The Burdekin Shire's economy is strongly based on agricultural business and in particular, sugar cane production and processing which has an annual output of \$2.2 billion.

The nature of BCA's work means that it is directly impacted by the prevailing local economic conditions. When the economy is strong, less families and individuals need help from organisations like the BCA; however, when the economy is suffering, BCA's services are in increasing demand.

In summary, the anticipated economic environment is likely to place added financial and social stress on families and individuals in the Burdekin region, and this is expected to increase the demand for BCA services.

Demographic Outlook

Although the number of people residing in the Burdekin is expected to remain relatively stable over the planning period and beyond, the natural beauty of the Burdekin region together with its relatively low cost of living makes it an attractive destination for lower socio-economic members of the community. This demographic is particularly sensitive to unfavourable economic conditions, and will maintain a strong and potentially increasing demand on BCA services.

¹ OECD and Australian Treasury Data.

In addition, Australia's growing ageing population will be reflected in the Burdekin community, and older members of the community will require increasing assistance in BCA's Home Care Service, Seniors' Support Service, Community Visitors Scheme, Housing and Community Support Service, Rural Health Centre, Rehabilitation Centre and related areas.

The median age of Burdekin Shire's population is projected to increase by 16 years from a median age of 40 years in 2006 to a median age of 56 years in 2031. 'Over 65s', which currently make up 16% of the Burdekin population, will represent 36.5% of the Burdekin by 2031².

In summary, the expected demographic trends in the Burdekin will mean an increase in demand for BCA services over the planning period and beyond.

Funding Outlook

The sector is faced with an increasing demand from a diverse and growing client base, and an increasing cost of delivering community services. The budgetary constraints being experienced by all tiers of government will have a flow-on effect for the not-for-profit sector, including the BCA.

Whilst there will continue to be unmet needs in the community, governments will reassess the current level of service delivery against available funds and existing funding arrangements. Through direct contact with those in need the BCA is well placed to identify and advocate for the emerging needs of the community and apply for funding accordingly.

BCA is not alone in having to deal with shrinking grant funding and working in partnership with other community service providers will continue to be important to ensure there is no duplication or competition of service delivery.

Under these circumstances, funders of community services will increasingly require assurance that services are being delivered efficiently and effectively. Compliance with relevant Service Standards will increasingly become tied to funding. BCA is well placed in this regard, having Quality Systems in place since 2001 for the Veterans' Home Care (VHC) Program, 2003 for the Home and Community Care (HACC) Program and 2008 for the Disability Program. During the planning period, BCA will need to continually review and update its Quality System to ensure it continues to meet the relevant Standards for the delivered services.

Whilst the BCA will continue to receive the majority of its funding from Federal and State governments, the BCA will explore alternative avenues of funding and identify creative methods to deliver services in a financially constrained environment. Optimising the valuable contribution of volunteers will be one avenue that BCA will continue to explore during the planning period.

In summary, existing services will be delivered with existing resources and any additional funding will be linked to additional service delivery. BCA's Quality System and its administrative arrangements will be critical in maximising additional funding opportunities.

Internal Outlook

The BCA is expected to continue to be seen by the Burdekin community as a valued organisation and an attractive place to work, staffed by people who are committed to social justice issues and who genuinely enjoy helping members of the community. Attracting and retaining quality staff is expected to remain relatively easy.

² Planning Information and Forecasting Unit, Department of Infrastructure and Planning.

One initiative may potentially impact on the BCA workforce during the planning period:

- As a Public Benevolent Institutions (PBIs) BCA staff are eligible to receive tax deductible gifts under income tax law. Any changes to Australia's taxation arrangements, such as changes to Fringe Benefit Tax (FBT) exemptions for PBIs, could impact on staff benefits and this could impact on staff attraction and retention.

In addition to BCA's staff, volunteers will continue to be integrated into BCA's operations, and these valued members of the BCA workforce need to be effectively resourced and managed. Where possible, volunteer numbers will be increased during the planning period.

Continued assistance from the Council (premises and Information Technology support) will enable the BCA to limit its overhead costs so that it can concentrate its resources on service delivery.

While BCA will need to adapt to the changes in the community services sector and the broader environment, the changes within BCA are expected to be 'evolutionary' rather than 'revolutionary'. BCA has a solid team of committed people delivering valued services to those in need. The organisation's processes are effective, and will be continuously improved as part of the continued improvement of BCA's Quality System. This is a solid base to work from.

In summary, BCA will continue to be seen as an employer of choice within the Burdekin region. Potential changes to the human resource requirements will need to be managed, and organisational processes will be continually improved through quality reviews.

Conclusion

BCA is well placed to address the challenges ahead during the 2016-2020 planning period. BCA's staff and volunteers are the key to delivering quality services.

During the 2016-20 planning period it is anticipated that:

- There will be an increasing demand for BCA services.
- Funding opportunities will be limited, and BCA will need effective administrative arrangements in place to capitalise on these.
- Existing services will be delivered with existing resources – any additional funding will be for new services.
- The BCA will need to find creative ways to work smarter - to do more with less.
- BCA will need to refine its Quality System and further integrate this into everyday business.

BCA KEY STAKEHOLDERS

BCA's stakeholders influence its future and are critical to the organisation's continued effectiveness. Stakeholders either influence BCA, or are influenced by BCA. BCA's major stakeholder groups are as follows:

EXTERNAL STAKEHOLDERS		
Stakeholder	Relationship	Comments
BCA Clients	Clients are the 'consumers' of BCA services; either direct recipients of services (eg: community care), or information and education sessions such as at schools, readers of the 'Healthy Chat' and 'Home Care News' newsletters, 'Round-a-Bout' magazine etc.	Serving clients is the reason that BCA exists.
Burdekin Community	The Burdekin community supports the BCA and benefits from BCA services. <ul style="list-style-type: none"> • Community members may refer others to the BCA (eg: friends, GPs, solicitors, Centrelink etc). • Advisory groups assist BCA decision-making. • Community members undertake volunteer work for the BCA (eg: self help support). • Service Clubs provide financial support to BCA. 	A broad group with multiple interests and impacts. BCA's success depends on community support. Developing positive relationships with the community is imperative for BCA's future.
Visiting Practitioners	Provide services to clients using BCA premises. Includes allied health professionals.	This group extends the 'reach' and expertise of the BCA in service provision.
Other Community Organisations/Service Providers	Provide related community services in the Burdekin – includes Burdekin Neighbourhood Centre, Burdekin Flexible Support, Blue Care, Bur-Del Home and Community Care, Lifeline, Salvos, Baywatch, PCYC. Other service providers refer clients to the BCA (and vice versa) and BCA can work in partnership with other providers to provide more holistic services.	Working in partnership with other providers (not duplicating services) is increasingly important for continued funding.
Funding Bodies	BCA receives: <ul style="list-style-type: none"> • re-current funding from the Federal and Queensland Governments to deliver specific services. • non-recurrent funding from the Federal and Queensland Governments and others to deliver specific projects/initiatives. • 'non tied' funding from the Burdekin Council, Community Groups (eg: service clubs) and donations from individuals to fund general operations. 	Funders provide dollars to enable the BCA to operate. Maintaining the confidence of funders is essential for BCA's continued operations. BCA provides funders with regular reports on its operations.

Burdekin Shire Council	The Burdekin Shire Council leases the Support Centre and Community Information Centre premises to BCA at favourable rates and provides IT network support.	Continued support from the Council assists BCA to reduce administrative costs.
Industry Bodies	Connect BCA with broader community care/NGO sector (e.g. health network).	Enable BCA to remain 'connected' with industry issues.

INTERNAL STAKEHOLDERS		
Stakeholder	Relationship	Comments
BCA Employees and Volunteers	Deliver BCA services to clients. Volunteers assist in designated areas.	Volunteers enhance BCA's capacity to deliver services.
BCA Management Committee	Oversee BCA governance arrangements and set the organisational direction.	Provides a credible management structure, essential for community and funding support.
BCA Sub-contractors	Deliver services to BCA clients on behalf of BCA (e.g. lawn mowing and other yard maintenance); and undertake specialist work for BCA (e.g. tradespeople, cleaners, financial auditors, trainers, etc).	This group extends the breadth of BCA's services, and provides essential services for BCA's continued operations.

BCA's PLANNING STRUCTURE

BCA has four identified *key areas of focus* (i.e. areas where BCA must have a positive impact). These are Clients, Community, Corporate and Financial.

Within each of these *key areas of focus*, BCA has developed a number of *objectives* (i.e. a statement of intent). These support the achievements of each key area of focus.

For each *objective*, BCA has identified a number of supporting *strategies* (these identify the overall approach to be pursued to achieve the objective).



These *key areas of focus*, *objectives* and *strategies* set the overall direction for BCA. It is unlikely that the key areas of focus or objectives will change from year to year (unless BCA is impacted by a significant change). The supporting strategies may change or be refined periodically, based on experience, learning or new circumstances.

The key areas of focus, objectives and strategies and are articulated in the Strategic Plan.

Each year, BCA develops an Annual Action Plan in support of the strategic direction outlined in the Strategic Plan's *key areas of focus, objectives* and *strategies*. This Action Plan details specific actions and responsibilities and timeframes.



BCA's KEY AREAS OF FOCUS, OBJECTIVES and STRATEGIES

CLENTS (Key Area of Focus no. 1)

Objective 1 – Promote a coordinated³ and integrated⁴ response to address the social and welfare needs of the Burdekin community

- BCA continually assesses the needs of the community.
- BCA measures and reports BCA's response to identified unmet community need.
- BCA works with other community service providers to plan and deliver innovative, cost-effective and integrated services and to address identified areas of unmet need.

Objective 2 – Deliver efficient, effective, quality services to meet the needs of individuals, families and the community

- BCA delivers its services in accordance with policies, procedures, operational guidelines, service agreements and Standards.
- BCA delivers its services with a focus on customer service and results.
- BCA's Quality System is based around continually reviewing and improving BCA services.
- BCA ensures staffing levels are appropriate to deliver services and staff are adequately trained to deliver services.

Objective 3 – Ensure equitable access to BCA services

- Access to BCA services is based on relative need.

COMMUNITY (Key Area of Focus no. 2)

Objective 4 - Advocate for social welfare in the community

- BCA acts on behalf of community members to ensure proper access to community organisations and services.
- BCA continues to develop and foster relationships with key stakeholders regarding social welfare.
- BCA promotes community needs to relevant funding bodies.

Objective 5 – Provide community information, consultation and education on social welfare issues

- BCA includes information on social welfare issues in all publications and forms of media.
- BCA provides services to promote a healthy, informed and vibrant community.

³ Within BCA

⁴ With other community service providers

- BCA networks with community members and funding bodies to strengthen partnerships, promote services and ensure BCA remains aware of community/national issues.

CORPORATE (Key Area of Focus no. 3)

Objective 6 – Develop a strong and resilient organisation

- BCA ensures effective community processes are utilised.
- BCA has an effective Quality System which complies with relevant Standards and promotes the consistent delivery of quality services.
- BCA has effective corporate governance arrangements in place which are regularly reviewed.

Objective 7 – Developing our people

- BCA develops its staff and volunteers to ensure they are capable of efficiently and effectively delivering services.
- BCA ensures that staff and volunteer wellbeing remains a priority.

FINANCIAL (Key Area of Focus no. 4)

Objective 8 – Operate in a financially responsible way

- BCA operates in accordance with Australian Accounting Practices and Financial Management Standards.
- BCA actively manages, monitors and reports budget position to the Management Committee and ensure an efficient use of funds.
- BCA operates with financial transparency, publishing annual reports showing funding sources and financial results.

Objective 9 – Ensure BCA has a continued funding base

- BCA liaises with funding bodies to negotiate adequate funding to cover operational costs and long-term funding arrangements.
- BCA provides quality, timely reports to funding bodies and ensures compliance to funding requirements.
- BCA diversifies its financial base to ensure ongoing organisational sustainability.

OUR STRATEGIC PLANNING PROCESS

BCA consulted widely with stakeholders, staff, volunteers and the community to develop our strategic intentions for 2016-2020. A Community Service Review Survey was distributed to the Burdekin community. The survey was designed to:

- measure community awareness of BCA services;
- measure the level of use of BCA services by the community;
- measure the client satisfaction level with BCA services; and
- identify additional community, welfare and health services required in the Burdekin.

A Strategic Planning Workshop was conducted on Thursday 18 February 2016 in BCA's Bill Hodson Meeting Room at "The Homestead". The workshop attendees included BCA management and staff including Management Committee members, the Chief Executive Officer and staff. The focus of the workshop was:

- To develop a shared understanding of BCA's anticipated operating environment for 2016 and beyond (to set the context for BCA's planning environment).
- To identify issues which need to be included in the BCA Strategic Plan for 2016-2020.
- To develop an outline of an Action Plan for 2016 to compliment the 2016-2020 Strategic Plan.

Additional internal consultation was undertaken by the Management Committee, Chief Executive Officer and staff to:

- Measure our progress in relation to the *BCA Strategic Plan 2011-2015 and BCA Action Plan 2015*.
- Develop the *BCA Strategic Plan for 2016-2020*.
- Develop the *BCA Action Plan for 2016*.

OUR PERFORMANCE FRAMEWORK

BCA is committed to measuring our performance to ensure that we are achieving our purpose.

Performance measurement occurs at various levels across the organisation. At the highest level we monitor our performance in contributing to the individual's, communities and Government's priorities and outcomes and we measure our performance against achieving our purpose outlined in this strategic plan.

Each year, the *BCA Annual Report* details how funds have been allocated to achieve progress towards our strategic objectives and the activities and achievements for the preceding year. This report is subject to critical examination by our funding bodies and stakeholders.

As an organisation, we place a high priority on ensuring that the outputs detailed in the *BCA Annual Report* best reflect the services that we deliver.

Measures of effectiveness, efficiency, equity and a range of other performance indicators are regularly reported and benchmarked. BCA's performance in significant community service delivery areas are compared with the performance of other organisations through a range of formal reporting mechanisms.

In addition to external reporting of performance, we are developing ways to improve the internal monitoring of our performance. Internally, regular and timely performance information is needed for corporate governance, strategic planning, policy development, resource allocation, service planning and evaluation. An integrated framework for performance information will link the inputs, outputs and outcomes essential to achieving our purpose. We will use the key performance indicators from this framework to monitor performance according to the strategic plan and measure progress towards achieving the strategic objectives outlined in this plan.

This approach will develop a culture that promotes performance measurement as a critical element of all we do. By paying close attention to the success of our activities and the areas in which we can improve, we will be in a better position to deliver sustainable and effective community services to the Burdekin community.

PROGRAM OF PLANNING AND REVIEW

BCA regularly monitors its performance and reviews progress in implementing the Strategic Plan.

Quarterly reports are developed by the CEO, in conjunction with the Service Coordinators, and distributed to the Management Committee for their review. In addition, BCA's program of planning and review is as follows.

July 2016	Staff review	CEO and Service Coordinators review, evaluate priorities and report to the Management Committee.
January 2017	Annual Review and Planning	Management Committee, CEO and staff review previous 12 months implementation of the Strategic Plan and Annual Action Plan. Develop Annual Action Plan for 2017.
July 2017	Staff review	CEO and Service Coordinators review, evaluate priorities and report to the Management Committee.
January 2018	Annual Review and Planning	Management Committee, CEO and staff review previous 12 months implementation of the Strategic Plan and Annual Action Plan. Develop Annual Action Plan for 2018.
July 2018	Staff review	CEO and Coordinators review, evaluate priorities and report to the Management Committee.
January 2019	Annual Review and Planning	Management Committee, CEO and staff review previous 12 months implementation of the Strategic Plan and Annual Action Plan. Develop Annual Action Plan for 2019.
July 2019	Staff review	CEO and Service Coordinators review, evaluate priorities and report to the Management Committee.
January 2020	Annual Review and Planning	Management Committee, CEO and staff review previous 12 months implementation of the Strategic Plan and Annual Action Plan. Develop Annual Action Plan for 2020.
July 2020	Staff review	CEO and Service Coordinators review, evaluate priorities and report to the Management Committee.
January 2021	Planning	Management Committee, CEO and staff develop Strategic Plan for 2021 – 2025 and Annual Action Plan for 2021.