



Strategic Planning Framework

Future Directions - 'Taking the Step-Up'

2023 – 2027

EXTERNAL VERSION

*Status: v2.2 FINAL
Issued: 30th June 2023*

PURPOSE

The purpose of this document is to provide Directors of the Hobart City Mission with a *strategic framework* that will guide the future directions of the organisation.

The planning framework provides guidance about the strategic directions and intents that the Directors wish to progress over the next three years.

The final documentation will comprise three sections:

- Strategic Review
- Business Drivers / Context
- Strategic Planning Framework.

PLANNING PROCESS

This document has been prepared with the assistance of:

- Preparatory meetings
- Preparation of background briefing papers by the CEO and Management Team through a workshop process as an input to the Board workshop
- Facilitated workshop discussion with the directors on Sunday 2nd and Monday 3rd April 2023
- Finalisation of the Future Directions – ‘Taking the Step-Up’ Strategic Planning Framework for Board consideration.

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SECTION ONE

Executive Summary

1.1 Overview

Recent years have been characterised by exceptional growth for Hobart City Mission (HCM), with new programs to address unmet demand identified in our community, innovative ways to reach those in need and a significant increase in the resources required to support those services. That change has happened despite the challenges of the Covid-19 pandemic.

The performance against the Strategic Plan 2020-25 has been rated by the SMT and Board generally at better than a Pass level. Learnings from the prior plan include having a smaller set of higher level goals, a clearly articulated view of outcomes sought and an improved focus on reporting progress.

An environmental scan indicates significant pressure on government funding in the short to medium term, on-going cost of living pressures that will impact on both the demand for services and the cost of delivering services in an environment of increasing compliance and regulatory pressure.

HCM intends to continue to meet unmet demand in the community, but our medium term intent is to do that through incremental growth. At the same time, we want to continue the steps underway to enhance the people, infrastructure, systems and processes that support the program and service delivery pillars of the organisation.

This 2023–2027 Strategic Plan proposes a smaller set of goals and strategies underpinned by a tighter set of KPIs to assist in focussing our efforts to achieve the agreed outcomes

1.2 Strategic Imperatives & Priorities

The four goal areas for HCM to pursue in the 2023-2027 strategic window are:

Goal 1: Meeting unmet needs and building resilience in our community.

Goal 2: Continually enhancing Disability Support Services with a focus on participants with complex needs.

Goal 3: To be a leader in the Retail Charity sector.

Goal 4: Build solid Foundations through shared services.

SECTION F O U R

Strategic Directions

4.1 Future Directions – ‘Taking the Step-Up’

Our Purpose

Vision

Creating compassionate, resilient and connected local communities.

Mission

Hobart City Mission brings together people who give and people in need, through the provision of client-focussed, holistic and innovative services.

Our Values (core beliefs and behaviours)

Honesty

We are honest, ethical and transparent, and this will build trust with clients, staff and supporters.

Respect

We respect you so you will respect yourself.

Teamwork

We work together, as a professional team to accomplish the outcomes that we strive to achieve.

Innovation

We seek to find solutions where none seem to exist, to assist those in need.

Passion

We are inspired to assist those in need regardless of circumstance and stature.

Agreed to add:

Legacy

Our Christian heritage has guided our values since 1852. As we grow with our community, our faith-based values guide us in welcoming people from all backgrounds.

ETHOS: Unmet need, complex, people focussed, South Tasmania, niche, housing first.

DESIGN: Core Pillars for service delivery with a Foundation of shared services including appropriate funding, facilities and infrastructure to support the Pillars.

4.2 Goals / Strategies / Measures

The strategies and related measures for the period 2023 – 2027 are:

| Goals | Strategies | Programs, Projects & Initiatives | Measures / KRAs |
|--|--|--|--|
| Goal 1: Meeting Unmet needs and building resilience in our community | 1.1: Pathways to Homes | DT for older men; Couples at Chigwell; Housing First | People to connect with where they want to be within 12mths |
| | 1.2: Crisis Assistance | Meet identified need; Refine Program logic, expand | Program logic complete |
| | 1.3: Innovative practices to address unmet needs | Build knowledge base; data to support; share learnings | Complete social impact measures Build a base for education & development (present at 2 workshops pa) |
| | 1.4: Extend Community Outreach | Identify regional needs; meet needs, build capacity | Expand into one new town/area per annum |
| Goal 2: Increase access to Disability Support for participants with complex needs | 2.1: Quality of life for participants with complex needs | Target participants with unmet complex needs; Promote HCM capability | Establish & implement program logic for Caroline House Implement Chigwell Units |
| | 2.2: Develop and Sustain specialised workforce | Recruiting skilled staff; training; upskilling | Establish a trauma informed practice. Participant & support network is satisfied with the quality of care received. Agile skillset in our workforce. |
| | 2.3: Deliver scalable and sustainable service | Expand Chigwell; Caroline House; gradual scale up | Staged intake to ensure quality. Full occupancy for our properties within 9 mths of completion. |

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| Goal 3: To be a leader in the Charity Retail sector | 3.1: Expand CMOPs into local communities | Delivery models incl pop-up and events-based | 2 new popups/events per year. Grow foot traffic 5% each year. |
| | 3.2: Gateway to HCM Programs | Develop knowledge; new ways to connect | Upskill all Supervisors in HCM programs in year 1. All staff by year 2. Develop & implement connection (referrals) plan. |
| | 3.3: Sector leader in sustainability | Use data and stories to build HCM/CMOPs brand | Collect data sets through inventory management system. Share data with the wider community to celebrate successes |
| Goal 4: Build solid foundations through shared services | 4.1: Developing our workforce | Recruiting, training, retaining for our future | All staff have completed induction within 3 mths of commencement. Staff engagement rate >75%; improve YoY. Injury rate <3% and improve YoY |
| | 4.2: Exemplar in compliance | Resource, rigour, shared knowledge | Meet all breach reporting requirements. Establish a culture where we continually improve by 'calling out' non-compliance. |
| | 4.3: Develop impact reporting | Data to support decision-making and story telling | Complete impact reporting in Programs. Develop impact reporting in CMOPS. Develop impact reporting in Disability Services. |
| | 4.4: Broadening the donor base | Expand regular giving, corporate and major donors | Increase total donations (excluding bequests) by c 15% per annum. Fully embed Regular Giving with attrition rate of <30% after the 3 rd gift opportunity. Implement a corporate partnership program with >= 12 new partners pa. Structured major donor program to achieve 70 donors over 5 years. |

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|--|--|--|--|
| | 4.5: Effective infrastructure and facilities | Collaboration and well-being; up date technology | Secured central office location by Dec 2023. Embed a facilities & infrastructure system & program. Replace CMC system by Dec 2023. |
|--|--|--|--|

4.3 Strategy-on-a-Page

| | | | | | | |
|---|--|--|--|---|----------------|---------------|
| Our Purpose | Hobart City Mission brings together people who give and people in need through client-centred, holistic and innovative services | | | | | |
| Our Values | Honesty | Respect | Teamwork | Innovation | Passion | Legacy |
| Our Aspirations & Expectations | <i>To assist more of those in need in the community through tailored, sustainable programs</i> | | | | | |
| Our Strategic Initiatives / Goals | Goal 1: Meeting unmet needs and building resilience in our community | Goal 2: Increase access to Disability Support for participants with complex needs | Goal 3: To be a Leader in Charity Retail sector | Goal 4: Build solid foundations through shared services | | |
| Our Strategies | <ul style="list-style-type: none"> S1.1: Pathways to homes including: <ul style="list-style-type: none"> - a Housing First model - addressing the need for families facing homelessness. S1.2: Crisis assistance: <ul style="list-style-type: none"> - is at the core of what we do; | <ul style="list-style-type: none"> S2.1: Provide a quality of life to participants with unmet and complex needs by: <ul style="list-style-type: none"> - actively seeking out groups of people susceptible to having unmet needs; and - promoting our capacity to take on participants with complex needs. | <ul style="list-style-type: none"> S3.1: Extend the brand reach into local communities including via: <ul style="list-style-type: none"> - pop up stores; - engaging events; and - building the link to the HCM master brand. | Provide effective shared services to support the three client-facing pillars with a current focus on: <ul style="list-style-type: none"> S4.1 Developing our paid and volunteer workforce to perform their roles to the best of their ability and delivering a structure to underpin the strategy; | | |

- adapting to meet the needs of people facing instability; and
- continuing to refine program logic to maintain the highest standard of assistance.

- S1.3: Innovative practices to meet identified gaps by:
 - building the knowledge base;
 - continually refining the program logic; and
 - sharing our learnings to build capacity in the sector /community

- S1.4: Extend community outreach and connection by:
 - identifying needs beyond greater Hobart;
 - providing immediate assistance; and
 - building capacity through connections.

- S2.2: Develop and sustain a specialised workforce tailored to the needs of participants by investing in skilling up our staff to be able to work with participants having complex needs

- S2.3: Provide scalable and sustainable services

- S3.2: provide a pathway to support/gateway to HCM programs by:
 - developing our people’s knowledge of HCM Services; and
 - developing new ways to establish connections with our clients.

- S3.3 Being an industry leader in education around sustainability by telling stories to link our brand with the circular economy.

- S4.2 Achieving the highest level of legislative and operational compliance across the organisation;
- S4.3 Developing Impact Reporting processes to support effective decision making and storytelling in all areas of the organisation;
- S4.4 Broadening the donor base with a particular focus on regular giving, corporate partnerships; and Major Donors
- S4.5 providing the facilities and infrastructure to support one strong, safe and engaged team

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| <p>Our 2023-2024 Priorities (Strategic Initiatives – Projects & Programs)</p> | <ul style="list-style-type: none"> • Implement Program for older men experiencing homelessness • Program for couples with children at risk of homelessness (Chigwell) • Review HCM’s approach to Emergency Relief • Expand support to one local community (Huon?) • Complete base Impact measurement Data | <ul style="list-style-type: none"> • Develop our people with focus on participants with complex needs • Re-envision and implement Caroline House Program for women with mental health conditions • Expand service via new Chigwell units | <ul style="list-style-type: none"> • Trial pop-up and new events • Knowledge of HCM Programs top-down | <ul style="list-style-type: none"> • Develop Structure to support strategy • Commence implementing People development plan • Data collection expanded to all Housing, Families and ER Programs • Corporate and Major Donor models developed and implemented; • Shared office space • CMC system replaced |
| <p>Our 2024-2025 Priorities</p> | <ul style="list-style-type: none"> • Actively use Impact Data to tell HCM’s story to Governments & Community • Develop HCM’s Housing First model • Expand Support to one local community (Derwent Valley?) | <ul style="list-style-type: none"> • Promote complex needs capability • Develop plan for scalable and sustainable growth | <ul style="list-style-type: none"> • All staff trained in HCM programs • Implement new ways to connect with clients • Develop data and stories on contribution to circular economy | <ul style="list-style-type: none"> • People development down to SMT, POG and Team Leader • Volunteer • Expand Data collection to CMOPs • Continue expanding Corporate and Major Donor programs |
| <p>Our 2025-2026 Priorities</p> | <ul style="list-style-type: none"> • Commence implementing HCM’s Housing First model • Expand Support to one local community | <ul style="list-style-type: none"> • Fully implement growth plan with a focus on participants with complex needs | <ul style="list-style-type: none"> • Help to build HCM’s brand by linking CMOPs to circular economy | <ul style="list-style-type: none"> • People Development model expanded to all employees, selected volunteers • Expand data collection to Disability Services |

4.4 Risk Assessment

Risk Analysis

The identified risk events (taken from the SWOT) and their relative importance are shown in the following table:

| Weaknesses | Probability | Impact | Ranking |
|---|--|--|---------------------------------|
| <ul style="list-style-type: none"> • Resources – money and people • Systems • Structure • Key staff dependency • Staff burnout/exit | <p>M-H</p> <p>M-H</p> <p>M-H</p> <p>M-H</p> <p>M</p> | <p>L</p> <p>L</p> <p>L</p> <p>L</p> <p>M</p> | |
| Threats | | | |
| <ul style="list-style-type: none"> • Volatile environment • Reputational damage • Govt Funding • Competition for funds • Compliance/regulation | <p>H</p> <p>L</p> <p>M-H</p> <p>M</p> <p>M-H</p> | <p>L</p> <p>H</p> <p>M</p> <p>M</p> <p>M-H</p> | <p>1</p> <p>2</p> |