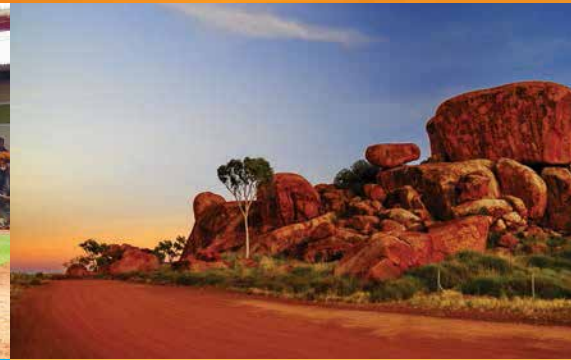




ARCS AUSTRALIAN
REGIONAL & REMOTE
COMMUNITY SERVICES

STRATEGIC PLAN



2014/2017





STRATEGIC PLAN
2014/2017

a message from our Chair ARRCS Board



Anne Cross

Chair ARRCS Board

The Uniting Church in Australia has a long history of providing support to people living in regional and remote Australia. Australian Regional and Remote Community Services Ltd (ARRCS) is proud to continue this tradition.

It is just a little over a year since ARRCS commenced its work in the Northern Territory, operating the aged care and community services that were previously run by Frontier Services.

We have come a long way in a short time. ARRCS has established processes and systems that have put the organisation firmly on the path to viability and sustainability.

We've repaired and upgraded existing facilities, and even built new ones, such as the residential care home at Mutitjulu. With that centre in particular, and others like it, we are doing what we can to ensure that Indigenous communities receive the quality services, comfort and care to which they, as Australians, are entitled.

We are also providing hundreds of Indigenous school children in remote areas with nourishing meals, and we have recently assumed responsibility for a child care centre adjacent to the aged care services at Mutitjulu.

We are very pleased with what our staff have achieved in this first year. But much remains to be done to realise our ambition to be a leading provider of culturally responsive, quality aged care and community services in regional and remote Australia. This plan, our first strategic plan, will focus our efforts and guide our commitments in the future.

Over the life of this plan, ARRCS has committed itself to ensure our services are responsive to client needs, to develop best practice sustainable service models and to contribute nationally to improving service and funding models for remote areas. The plan also highlights our commitment to develop a workforce strategy that will result in ARRCS being an employer of choice in the region and we are committed to increasing our employment of Indigenous staff.

The next few years will be exciting ones. On behalf of the ARRCS Board, I commend our strategic plan to you.

Anne Cross
Chair ARRCS Board

a message from our Executive Director and Chair



Robyn Batten
Executive Director

In the first year of ARRCS, the focus was on ensuring the consistent provision of high quality services to all clients and residents; improving financial performance; upgrading buildings and the fleet; and strengthening processes and systems. An enormous amount was achieved through the hard work of many people within ARRCS and Blue Care and through the financial support of the Australian Government and UnitingCare agencies across Australia.

It is now time to plan for ARRCS future and to commit to achieving the strategic priorities which will enable us to continue to enhance our contribution to the communities across the Northern Territory.

Through a process of consultation with community members, Uniting Church representatives, clients and staff we have determined there are four key strategic goals for ARRCS for the next three years:

- to collaborate with others to deliver high quality, person centered services in regional and remote Australia
- to be a leading sustainable organisation

- to have a skilled reliable and supported workforce
- to work in partnership with Indigenous Australians towards closing the gap.

Within each of the Strategic Goals we have identified strategic priorities and actions which will be taken to achieve the goals. There are some ambitious goals which we will work in partnership with others to achieve. The three year strategic plan will be underpinned by annual business plans which will detail specific actions to be taken in each year, and it will be clear who is responsible for these actions.

The foundations of the Strategic Plan are the values we are committed to living every day and which we share with UCO.

We look forward to delivering on the priorities of this Strategic Plan and thus ensuring the provision of high quality services and becoming a leading provider of aged and community care in the Northern Territory.

Robyn Batten
Executive Director

our vision

we will work together and in partnership with others to be a leading provider of culturally responsive, quality aged and community services in regional and remote Australia.



our values and behaviours

COMPASSION

I will see life through others' eyes'
I will engage with those I work with and those I care for
I will not disregard another person's values
I will make time to listen to you
I will provide holistic care

RESPECT

I will be non-judgmental
I will encourage you to express your point of view
I will speak respectfully to you and of you

JUSTICE

I will treat everyone equally and cater for their needs
I will care for those who are vulnerable
I will be open and transparent in my action and behavior
I will not support a blame culture

WORKING TOGETHER

I will be loyal and share the load
I will listen and be open to suggestions
I will take responsibility for my actions and be accountable to others
I will work constructively with you regardless of your position
I will work collaboratively with you

LEADING THROUGH LEARNING

I will share my experience and knowledge
I will foster a creative, fun, passionate and innovative working environment
I will nurture the skills and attributes of others
I will admit to what I do not know and commit to learning

strategic goals

01

To collaborate with others to deliver high quality, person centered services in regional and remote Australia

02

To be a leading sustainable organization

03

To have a skilled, reliable and supported workforce

04

To work in partnership with Indigenous Australians towards closing the gap

1 To collaborate with others to deliver high quality, person centered services in regional and remote Australia

| Strategic Priorities | What Needs To Be Done |
|---|--|
| 1. Ensure services are responsive to client needs | 1. Improve our understanding of customer expectations and in consultation with communities, develop service models and programs which are responsive to diverse customer aspirations 2. Ensure that research and benchmark activities drive service improvement |
| 2. Develop best practice sustainable service models particularly for remote services | 3. Develop and maintain strong connections and collaboration with communities 4. Work in partnership with others to achieve our goals (including; community representatives, UCA, UAICC, Centre for Remote Health and corporate sponsors) |
| 3. Develop the capacity to advocate nationally in the area of remote service delivery, both service and funding model | 5. Assess needs and develop practical service plans 6. Enhance appropriate communication channels with the wider community |

2 To be a leading sustainable organisation

| Strategic Priorities | What Needs To Be Done |
|---|---|
| 1. To achieve and maintain preferred provider status | 1. Continue to maintain fully regulatory accreditation of services 2. Develop ARRCs Policies, procedures and work instructions which are clear, easy to interpret, concise and document controlled |
| 2. Develop consistent and reliable systems and processes which support services and staff | 3. Develop reliable, timely and transparent financial reporting and act on results 4. Optimize rural and remote funding opportunities from government sources |
| 3. Achieve financial sustainability | 5. Develop the capacity to access alternative funding sources for programs within ARRCs. E.g. philanthropy, donations, corporate partnerships etc 6. Provide brokerage services where practicable |
| 3. Maintain and enhance communication strategies within ARRCs | 7. Develop regular communication mechanisms within ARRCs and to external stakeholders |

3

To have a skilled, reliable and supported workforce

| Strategic Priorities | What Needs To Be Done |
|---|--|
| 1. Develop a workforce strategy focused on recruitment, retention, learning and development | 1. Embed simple, consistent, timely policies and procedures to support staff |
| 2. Become an employer of choice in the region | 2. Respect and support the cultural diversity of staff |
| 3. Work towards a Zero Harm workplace | 3. Provide relevant and timely cross cultural training |
| | 4. Develop innovative recruitment strategies focusing on roles which continue to be challenging to recruit for |
| | 5. Develop pool of staff to share across services and providers |
| | 6. Ensure remuneration is attractive, financially sustainable and comparable to other agencies |
| | 7. Ongoing development of workplace health and safety systems and processes |

4

To work in partnership with Indigenous Australians towards closing the gap

| Strategic Priorities | What Needs To Be Done |
|--|---|
| 1. Increase the number of Indigenous staff to achieve at least 32% of the workforce | 1. Partner with Indigenous governed organizations and involve them in decision making in community 2. Develop specific recruitment, training and employment support strategies for indigenous staff |
| 2. Provide culturally appropriate services to Indigenous Communities | 3. Engage respected community members to assist in improving culturally appropriate services 4. Partner with Indigenous mentors in community for palliative care, dementia support, mobility and chronic disease |
| 3. To find and explore other strategies to improve service outcomes for Indigenous communities | 5. Undertake creative engagement with Indigenous communities so they are part of our planning processes |
| 4. Find opportunities to have a voice in the Church and wider community | |



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