

**Lutheran Community Care
Strategic Plan 2006 - 2009**

Strategy 1: Develop a stronger “Ministry and Care” culture

Action 1.1	Establish a “Ministry and Care Team” to coordinate a structured approach to building a strong Christian community
Tasks:	<ul style="list-style-type: none"> • Establish a study group across the whole organisation • Provide Christian counseling for staff as required • Develop a theology of caring • Examine the possibility of employing a Chaplain
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	<p>Sharing Christ’s love is an integral part of our mission. This needs to be embedded in Lutheran Community Care culture. Not all sites have devotion.</p> <p>Contact Allie Ernst for program developed in Queensland and modify to suit our needs</p>
Resources:	Pastors, District office, Orientation program
Start date:	July 2007
Complete:	June 2008
Project Manager:	Director
Success Measures:	All staff have opportunity to meet with others in the workplace to discuss, explore or strengthen their faith
Ethics:	Respecting staff members ways of expressing (or not expressing) their beliefs Considering staff of other faith backgrounds

Strategy 2: Organisational Restructure and Update

Action 2.1	Conduct performance assessment of Council members and Director. Review the roles of Council and Management
Tasks:	<ul style="list-style-type: none"> • Audit the current membership of Council re: qualifications, skills, experience and interests • Recruit other members to meet needs • Council members evaluate own performance and performance of Council as a whole • Invite staff, Council members, selected church District and national representatives to participate in performance review of Director • External consultant to evaluate results and report to Council
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	Cross section of skills, qualifications and experience required among Council members. Perceived gap – commercial/business management. Management/Accounting training required
Resources:	John Munchenberg, Council members, consultant
Start date:	May 2006
Complete:	August 2006
Project Manager:	Chairperson
Success Measures:	Council membership increased in number and having representation among members of all essential skills. Current members trained to overcome identified weaknesses. Director aware of strengths and weaknesses as perceived by others and committed to the improvements suggested. Training completed to build on strengths and to overcome weaknesses.
Ethics:	Provide opportunity for all Council Members, staff and others to contribute views and recommend changes while maintaining the confidentiality of all parties.

Action 2.2	Implement the recommendations for the line of Management with a focus on improving supervision and enhancing community development strategies in regional areas
Tasks:	<ul style="list-style-type: none"> • Appointment of a Deputy Director • Appointment of Community Development Manager • Identify and designate regional managers to all LCC sites
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	Supervision needs to be more accessible, isolation of some staff members Knowledge of community development
Resources:	Chairperson, John Munchenberg, Deputy Director, Business Manager
Start date:	December 2006
Complete:	March 2007
Project Manager:	Director
Success Measures:	Director's workload will be reduced enabling her to work more intently on the profile of Lutheran Community Care. A greater community development strategy will be established in regional areas. Staff in regional areas feel more supported
Ethics:	Maintaining a servant leadership style of management Ensuring regional sites feel valued as much as their metropolitan equivalents

Action 2.3	Seek Service Excellence Accreditation
Tasks:	<ul style="list-style-type: none"> • SWOT analysis • Implement recommendations from security audit • Risk management assessment • Business plan 2007 • Policies reviewed and current legislations clearly identified
Considerations:	<ul style="list-style-type: none"> • Gaps • Identify <p>Policies need updating and/or writing Business plan Risk assessment with all programs and sites Consultant from DFC – Service Excellence Department</p>
Resources:	Policy writer, Management Team members, Carol Jarrett, Business Manager, Brian Davies (DFC)
Start date:	January 2006
Complete:	June 2007
Project Manager:	Deputy Director
Success Measures:	Accreditation
Ethics:	Ensure consultation with all staff takes place Ensure other commitments are honoured

Action 2.4	Progress the profile of Lutheran Community Care and extend its marketing tools and fundraising opportunities
Tasks:	<ul style="list-style-type: none"> • Update promotional materials (ie mission & values brochure; program brochures; displays; audio visuals, DVD) • Develop schools / youth group promotional campaign – special annual project • Develop Bequest program – brainstorm theme and emblem (as opposed to logo) • Develop relationships with local community groups (ie Rotary, Lions, Probus) • Develop corporate sponsorship program • One major unique event / year to market ourselves (ie Red Shield Appeal / Blanket Appeal) • One major high profile celebrity or politician activity • Make greater use of Congregational Representatives in marketing and fundraising in consultation with Volunteer Coordinator
Considerations:	<ul style="list-style-type: none"> • Gaps • Identify <p>No brochure outlining the mission, values and strategic plan of Lutheran Community Care Graphic designer Increase workforce</p>
Resources:	Management Executive and Management Team, Staff, Volunteers, congregational representatives, local congregations
Start date:	June 2007
Complete:	December 2008
Project Manager:	Promotions and Community Relations Manager
Success Measures:	Increase in financial giving Increased awareness of Lutheran Community Care (measured through questionnaires)
Ethics:	Balancing our marketing strategy and the appropriate use of donations

Action 2.5	Improve HR & ICT procedures, skills and support
Tasks:	<ul style="list-style-type: none"> • Review & update employment contracts and policies • Ensure Job descriptions have KPI's and outcomes listed • Develop an appropriate appraisal process • Maintain and increase HR Management knowledge base of IR • Improve & maintain morale • Develop a career development plan for LCC • Develop a master plan for ICT based on the needs of Regional offices
Considerations:	<ul style="list-style-type: none"> • Gaps • Identify <p>Consistency in HR and high staff morale</p>
Resources:	John Munchenberg , Workplace Horizons, Executive Management, Barry Piltz
Start date:	January 2007
Complete:	Ongoing
Project Manager:	Business Manager
Success Measures:	<p>Quality staff are attracted to LCC and remain here</p> <p>Areas for improvement are easily identified and attended to</p> <p>Professional development is encouraged</p> <p>Morale is good</p> <p>Contracts & Policies are current</p>
Ethics:	LCC becomes a lifelong learning organisation and is an attractive workplace

Strategy 3: Maintain and extend existing Service Provision

Action 3.1	Build alliances for future development
Tasks:	<ul style="list-style-type: none"> • Establish strategies for seeking new and ongoing funding sources • Broadening the scope for partnerships with churches, other agencies, local communities and government • Plan a schedule of meetings with pastors, government and non-government officials • Initiate discussions with churches re: the funding of a tender writer at LCC • Establish MoU with TAFE-SA across the state, to enable Lutheran Community Care to offer accredited training through the Centre for Learning
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	Time commitment to networking Tender writer with research skills
Resources:	Manager, Centre for Learning; TAFE-SA; Ministers fraternal; Existing networks, Barry Piltz
Start date:	June 2007
Complete:	Ongoing, review annually
Project Manager:	Deputy Director
Success Measures:	The formalisation
Ethics:	Ensure that partnerships uphold and are consistent with the mission and vision of Lutheran Community Care

Action 3.2	Develop Regional offices according to emerging needs
Tasks:	<ul style="list-style-type: none"> • Conduct SWOT analysis to assess the needs of the Blair Athol area • Assess what additional services are needed in the community (in consultation with LCC staff, local stakeholders and potential consumers) • Determine what is feasible for us to provide • BLAIR ATHOL: Redevelop existing training room including kitchen facilities • MURRAY BRIDGE: Investigate <i>Work for the Dole</i> and pergola building in consultation with church • MOUNT BARKER: Acquire a new building for offices and training • NOARLUNGA – shop front • BAROSSA – Nuriootpa, Angaston
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	Funds to enable additional programs/courses to operate Develop stronger links with other agencies operating in this area
Resources:	Existing Program Staff, Building committee
Start date:	April 2007
Complete:	Ongoing
Project Manager:	Community Development Manager
Success Measures:	Additional services/ courses provided at more sites Increased asset base
Ethics:	Ensuring that what we provide meets community needs

Action 3.3	Development of a stronger, more coordinated and supportive approach to the volunteer program
Tasks:	<ul style="list-style-type: none"> • Ensure that the National Standards are fully implemented • Build a cohesive team of programme coordinators, volunteers, and volunteer co-ordinator • Establish a comprehensive database of volunteers • Develop a Volunteer page on Lutheran Community Care website • Investigate and promote professional development needs of volunteers • Develop appropriate tools for evaluation and appraisal of volunteers • Establish recognition and acknowledgement methods across the whole of the agency • Develop links with Congregational Representatives to encourage them to identify and enlist volunteers • Create and update the data base on Congregational Representatives, rewrite their Job Description.
Considerations:	<ul style="list-style-type: none"> • Gaps • Identify <p>Comprehensive Volunteer database Staff person for the support and co-ordination of programme coordinators Volunteer page on the Lutheran Community Care website Training in Volunteer Management</p>
Resources:	Existing programme coordinators, Volunteers, Volunteering SA
Start date:	June 2007
Complete:	Ongoing
Project Manager:	Volunteer Manager
Success Measures:	A strong and competent volunteer workforce who feel fully supported and appreciated
Ethics:	That the dignity and worth of all staff, including volunteers, is considered in any project or decision made

Action 3.4	Clearly define and document key performance indicators (KPI's) for management and staff and improve the appraisal process.
Tasks:	<ul style="list-style-type: none"> • All job descriptions are to have KPI's • Create a new appraisal form • Draw up new procedure that enables staff to communicate dissatisfaction with their supervision
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	<p>KPI's are not clearly defined Appraisal tools more suited to our organisation</p>
Resources:	Community Development Manager, Management Team and Executive, Workplace Horizons
Start date:	April 2007
Complete:	October 2007
Project Manager:	Deputy Director
Success Measures:	<p>Managers and staff will have clearer boundaries, targets and thus greater job satisfaction The supervision and appraisal processes will become more productive</p>
Ethics:	The process will not radically change the roles of staff. ??

Strategy 4: Develop the Centre for Learning

Action 4.1	Set up the new Centre for Learning
Tasks:	<ul style="list-style-type: none"> • Complete feasibility study • Employ a Registrar • Write policy/procedure documents for the Centre • Recruit/train appropriate sessional workers • Set KPI's and suitable statistical reporting procedures • Review fee structure in consultation with business manager
Considerations:	<ul style="list-style-type: none"> • Gaps • Identify <p>The lack of a registrar and the time restraints on existing Managers has meant the Centre for Learning (formerly the TDU) has never been developed to its full capacity. Family practitioners for new program with Family Relationship Centres will need to be multi skilled and recruited</p>
Resources:	Wayne Maddox, Margaret and John Hunt, Julie Hahn, Margaret Galdies and Cheryl Fairclough Centacare
Start date:	February 2007
Complete:	July 2007
Project Manager:	Manager, Relationship and Community Education
Success Measures:	Registrar and sessional staff in place with contracts and policies, procedures KPI's in place. New brochures with fee structure produced
Ethics:	Confidentiality of personal data, registration base. Disclosure and liaison with other agencies in developing partnerships for delivery of services Fee structure reflects the ethos of Lutheran Community Care

Action 4.2	Develop partnerships consistent with the vision of the Centre for Learning
Tasks:	<ul style="list-style-type: none"> • Set up research partnerships with universities and or congregations to encourage reflection on practise and new ways of working • Set up an advisory group to support the running of the Centre • Assess needs of other LCA departments • Meet with other District Directors to discuss and plan events for 2007/2008 which can done in partnership • Negotiate Emergency Relief training with Family and Community Services and Indigenous Affairs • Establish MoU with TAFE-SA across the state, to enable Lutheran Community Care to offer accredited training through the Centre for Learning • Investigate becoming a Registered Training Organisation
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	<p>If we want to provide accredited training we need to either strengthen our ties with TAFE SA or become a Registered training organisation in some other way.</p> <p>Need for greater liaison with other parts of the church which are providing training and find our particular niche.</p>
Resources:	LCA District office, Delta ministries, Family and Community Services and Indigenous Affairs
Start date:	March 2007
Complete:	December 2007, ongoing networking
Project Manager:	Manager, Relationship and Community Education
Success Measures:	<p>Partnerships with District Departments, TAFE and other parts of the church formalised</p> <p>Courses planned and promoted Brochure and diary produced for the training we will offer</p>

Strategy 5: Further develop Lutheran Community Care's voice/stance in matters of Social Justice within the church and within government

Action 5.1	Develop links into government - identify relevant politicians and top level public servants and set up meetings with them
Tasks:	<ul style="list-style-type: none"> • Follow up contacts that exist with politicians and public servants • Draw up a schedule of appointments and start to work the list of useful contacts.
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	<p>There has been very little contact with politicians in the past, and so this needs to be established</p> <p>Develop stronger links with the Minister for Families and Communities</p> <p>Need to identify which to follow up and with whom to make appointments</p>
Resources:	Refugee Service's Manager, Department of Families and Communities SA and Community Connect
Start date:	June 2007
Complete:	Schedule - June 2008, ongoing networking
Project Manager:	Director
Success Measures:	Lutheran Community Care will be seen to speak out with a courageous voice on matters of social justice. First preference would be to speak to government, should further action be necessary we would be seen to comment in more public forums such as the media.
Ethics:	Treat all individuals with dignity and recognise their value before God. Maintain our integrity by consistently acting in a professional, honest and transparent manner

Action 5.2	Establish contact with Commission on Social and Bioethical Questions and advocate for social questions to feature more on the agenda.
Tasks:	<ul style="list-style-type: none"> • Contribute to the restructure of the Commission on Social and Bioethical Issues and refer social issues to the agenda • Make staff available as consultants to the task groups
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	<p>The agency is often working on topics which would be of interest to the whole church and we have lacked the direct liaison with the Commission on Social and Bioethical Issues.</p> <p>Helen Lockwood has been appointed to the Commission as convener of a task group and has drafted the restructure</p>
Resources:	Staff, Commission on Social and Bioethical Questions
Start date:	January 2007
Complete:	June 2007 for restructure then ongoing
Project Manager:	Director and Manager Relationships and Community Education
Success Measures:	Social questions on the Church's agenda through statements and articles
Ethics:	How we decide what is or isn't important; what resources we allocate to this given the many needs that we are trying to meet.

Action 5.3	Oversee development of child protection policy in line with state and federal guidelines
Tasks:	<ul style="list-style-type: none"> • Develop a Child Protection Policy and Procedures in line with changes to state and federal requirements
Considerations: <ul style="list-style-type: none"> • Gaps • Identify 	<p>We need to ensure that we are meeting the standards that are being set at the State and Commonwealth level</p> <p>Tap into the State government's offer to assist this process</p>
Resources:	Child Protection Unit
Start date:	September 2007
Complete:	January 2008
Project Manager:	Director
Success Measures:	<p>Policy and Procedures in place</p> <p>Information shared with SA Districts and National Church</p>
Ethics:	<p>Keeping children safe is a priority for us as a Christian organisation and as part of the SA community</p> <p>This is a moral and scriptural imperative</p>

Action 5.4	Reactivate Lutheran Community Care Australia
Tasks:	Inform District Church Council Contact General Church Council (GCC) With permission of GCC, contact relevant people in each District
Considerations:	<ul style="list-style-type: none"> • Gaps • Identify <p>There is no national network involving the church's caring ministries. Contact people in each district/state to be identified as well as reasons and objectives for meeting</p>
Resources:	Director, Mary Schumacher
Start date:	July 2007
Complete:	May 2008
Project Manager:	Director
Success Measures:	Meetings held Networks with local church based community services established
Ethics:	Be aware of different opportunities in each District

PA: Strategic Plan:Strategic Plan 2
July 2007