


CENTRAL QUEENSLAND INDIGENOUS DEVELOPMENT LTD. STRATEGIC PLAN 2020 - 2030

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ORGANISATIONAL S.W.O.T ANALYSIS																															
STRENGTHS	OPPORTUNITIES	CORE VALUES / BELIEFS	PURPOSE - WHY?	INITIATIVES - HOW?																											
<p>Established track record, Community Controlled, Staff (Passionate, diverse, motivated, knowledgeable), Program Diversity, Footprint (wide range of service delivery area), Mindset (organisation, non-victim, business mindset, proactive), Governance, Support, Flexibility (think outside the box, move with what's needed), Leadership Team (Board, Executive Team, Managers. Wide range of information and skills), Financial Stability, Indigenous Community Knowledge, Experienced Staff, Cultural competency and capabilities, Vision for Development, Professional standards, Relationships w Funders and Traditional Owners, Child Protection Experience, Supportive environment for staff</p>	<p>New programs (Delegated authority, specialised therapeutic services, youth, DV, YJ, Safe House, reunification, cultural engagement), Expansion of programs (FKC), Develop and strengthen partnerships, Grow networks, Grow cultural competency, Case collaboration, Training and Development, Career Development (Internal), CQU, Peak Bodies, Research and Evaluation, Partnerships, Improve communication with external stakeholders</p>	<p>CO-OPERATION AND TRUST</p> <p>By adhering to the principle of cooperation we can establish collaborative relationships built on trust and good faith.</p>	<p>VISION</p> <p>To empower Aboriginal and Torres Strait Islander people.</p>	<p style="text-align: center;">KEY THRUSTS / CAPABILITIES</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ffcc00;"> <th colspan="2" style="text-align: center;">1</th> <th style="text-align: center;">Ensure Sustainability of the Organisation</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">1.1</td><td style="text-align: center;">Certification and compliance</td><td></td></tr> <tr><td style="text-align: center;">1.2</td><td style="text-align: center;">Child Safe Organisation</td><td></td></tr> <tr><td style="text-align: center;">1.3</td><td style="text-align: center;">Financial Stability</td><td></td></tr> <tr><td style="text-align: center;">1.4</td><td style="text-align: center;">Meet contractual agreements</td><td></td></tr> <tr><td style="text-align: center;">1.5</td><td style="text-align: center;">Client Community satisfaction</td><td></td></tr> <tr><td style="text-align: center;">1.6</td><td style="text-align: center;">Effective documented partnerships</td><td></td></tr> <tr><td style="text-align: center;">1.7</td><td style="text-align: center;">Innovative service delivery</td><td></td></tr> <tr><td style="text-align: center;">1.8</td><td style="text-align: center;">Reporting framework</td><td></td></tr> </tbody> </table>	1		Ensure Sustainability of the Organisation	1.1	Certification and compliance		1.2	Child Safe Organisation		1.3	Financial Stability		1.4	Meet contractual agreements		1.5	Client Community satisfaction		1.6	Effective documented partnerships		1.7	Innovative service delivery		1.8	Reporting framework	
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<p>WEAKNESSES</p> <p>Communication, Skill Level, Government/External funding, Variety of locations (ability to manage, ability to employ staff), Documentation (HR, QA), Staffing, Resources, Service delivery (staff), Public Perceptions, Development and management of staff, Achieving KPIs, Community Politics, Increased programs,</p>	<p>THREATS</p> <p>Funding, New and existing Competitors, Reputation, Staff turnover, Community support/partnerships, Referrals/client engagement, Not meeting contractual obligations, Change in Government, Unskilled workforce, Community Politics</p>	<p>CULTURAL SUSTAINABILITY</p> <p>Culturally sustainable practices and responsiveness, accountability and financial viability contribute to cultural resilience and support and strengthen healthy, connected Indigenous families.</p>	<p>MISSION STATEMENT</p> <p>To be the most professional Indigenous Community controlled organisation, delivering quality service and best practice models to Aboriginal and Torres Strait Islander people.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ffcc00;"> <th colspan="2" style="text-align: center;">2</th> <th style="text-align: center;">Represent and Advocate for Our Indigenous Community</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">2.1</td><td style="text-align: center;">Enhance Visibility and Reach</td><td></td></tr> <tr><td style="text-align: center;">2.2</td><td style="text-align: center;">Participate in government decision making processes</td><td></td></tr> <tr><td style="text-align: center;">2.3</td><td style="text-align: center;">Memberships</td><td></td></tr> <tr><td style="text-align: center;">2.4</td><td style="text-align: center;">Community Development Strategies</td><td></td></tr> <tr><td style="text-align: center;">2.5</td><td style="text-align: center;">Demonstrate cultural competence across all programs</td><td></td></tr> </tbody> </table>	2		Represent and Advocate for Our Indigenous Community	2.1	Enhance Visibility and Reach		2.2	Participate in government decision making processes		2.3	Memberships		2.4	Community Development Strategies		2.5	Demonstrate cultural competence across all programs										
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		<p>OWNERSHIP AND RESILIENCE</p> <p>Taking personal responsibility for our actions and being accountable for our jobs builds capability, confidence and resilience that will help us as individuals and our community. A sense of ownership of their work will empower our staff to do their best work to help our people.</p>	<p>ELEVATOR SPEECH</p> <p>To improve the quality of life for Aboriginal and Torres Strait Islander People.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ffcc00;"> <th colspan="2" style="text-align: center;">3</th> <th style="text-align: center;">Employer of Choice</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">3.1</td><td style="text-align: center;">Talented, empowered and accountable workforce</td><td></td></tr> <tr><td style="text-align: center;">3.2</td><td style="text-align: center;">Implement succession and staff development plan</td><td></td></tr> <tr><td style="text-align: center;">3.3</td><td style="text-align: center;">Staff Satisfaction</td><td></td></tr> <tr><td style="text-align: center;">3.4</td><td style="text-align: center;">Indigenous recruitment</td><td></td></tr> <tr><td style="text-align: center;">3.5</td><td style="text-align: center;">Staff turnover/absenteeism</td><td></td></tr> </tbody> </table>	3		Employer of Choice	3.1	Talented, empowered and accountable workforce		3.2	Implement succession and staff development plan		3.3	Staff Satisfaction		3.4	Indigenous recruitment		3.5	Staff turnover/absenteeism										
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			<p>GOAL</p> <p>To reduce the over representation of children in the Child Protection System</p> <p>To establish blended partnerships with Government and stakeholders</p> <p>A strong community controlled organisation empowering self-determination for Aboriginal and Torres Strait Islander people.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ffcc00;"> <th colspan="2" style="text-align: center;">4</th> <th style="text-align: center;">Support and Strengthen Indigenous Families</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">4.1</td><td style="text-align: center;">Provide a high standard of service to families</td><td></td></tr> <tr><td style="text-align: center;">4.2</td><td style="text-align: center;">Responding to individual need/individual case management</td><td></td></tr> <tr><td style="text-align: center;">4.3</td><td style="text-align: center;">Case collaboration</td><td></td></tr> <tr><td style="text-align: center;">4.4</td><td style="text-align: center;">Best practice</td><td></td></tr> <tr><td style="text-align: center;">4.5</td><td></td><td></td></tr> </tbody> </table>	4		Support and Strengthen Indigenous Families	4.1	Provide a high standard of service to families		4.2	Responding to individual need/individual case management		4.3	Case collaboration		4.4	Best practice		4.5											
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