

CENTRAL QUEENSLAND INDIGENOUS DEVELOPMENT STRATEGIC PLAN 2018 - 2019

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S.W.O.T ANALYSIS
Strengths
Cultural Awareness, 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, GM, Managers. Wide range of information and skills), Financial Stability, Indigenous Community Knowledge, Experienced Staff, Cultural competency and capabilities
Weaknesses
Communication, Skill Level, Understanding, Program Diversity, Government/External funding, Variety of locations (ability to manage, ability to employ staff), Documentation (HR, QA), Staffing, Resources, Staff / Organisational Inductions, Service delivery (staff), partnership with the Department, Integrated Management System
Opportunities to exceed plan
Funding, Promotion (CQID, Programs), Continuous Improvement, Training and Development, Setting new direction, Career Development (Internal), CQU, Peak, Research and Evaluation, Partnerships with others, Improve communication with external
Threats to making plan
Funding, Competition, Reputation, Staff turnover, KPI's (Not reaching target), Cultural Misconceptions, Losing funding to mainstream organisations

CORE VALUES / BELIEFS
(FOREVER) VALUES
Co-Operation and Trust
A people's issues cannot be addressed in political isolation. Different jurisdictional responsibilities between levels of Government, and diversity within communities means that outcomes are more readily achieved through partnerships based on cooperation and goodwill. By adhering to the principle of cooperation we can establish collaborative relationships built on trust and good faith.
Sustainability
Sustainability should be a key item in the planning process. The value of specific initiatives needs to be measured not only by their immediate impact but also by ensuring long-term sustainability.
Self-Actualisation
Self actualisation is the desire for self-fulfilment, or more broadly, the tendency for an individual to become what they potentially are. This might be phrased as the desire to become more and more what one is, to become everything that one is capable of becoming. This value is fundamental to the identification of an individual as, among other things, a member of the Australian Indigenous community.

PURPOSE (WHY)
Vision
To lead social wellbeing and generate social change through the delivery of holistic service.
Mission Statement
To be a recognised provider and coordinator, delivering quality service and best practice models, specialising in Indigenous services in the wider community.
To be recognised as a leading agency by Government, stakeholders and the community.
Elevator Speech
To improve lives of Indigenous People
GOAL
♦ Represent and Advocate on behalf of the Indigenous community to government Reduce over representation of children in care Ensure sustainability of the organisation To support and strengthen stronger and healthier Indigenous Families

TARGET (WHERE)
KEY THRUSTS / CAPABILITIES
2-5 Yr. Priorities
1. Operating Excellence
Policies and Procedures Governance Certifications - ISO, HSQF Quality Assurance
2. Community Satisfaction
Cultural Community Connectiveness Community image Forums/ Events
3. Staff & Leadership
Team member satisfaction Leadership & Management Communication & Networking Opportunities for Growth
4. Service Delivery
Compliance to Service Agreements Client Satisfaction Indigenous Affinity Best Practice

GOALS (WHAT)
1 YEAR
KEY THRUSTS / CAPABILITIES
1 Yr. Priorities
1. Operating Excellence
1.1 Review policies and procedures as per schedule 2 Program practice manuals reviewed as per schedule 1.3 Monthly reports to be submitted by 7th of the following month 1.4 CEO to provide board with policy change updates quarterly 1.5 Board compliance with contractual obligations 6 Adhere to continuous improvement and quality processes Adhere to the audit schedule 1.8 Managers to produce and maintain a schedule for document review
2. Community Satisfaction
2.1 Support for sport and community activities 2.2 Engagement of indigenous team members 3 Prioritise partnerships with indigenous organisations 2.4 Promote positive news stories 2.5 Promotion through electronic and print media 2.6 Neat and tidy appearance of team and vehicles 2.7 Initiate/represent at meetings and forums
3. Staff & Leadership
3.1 Annual review and completion of PD's 3.2 Completion of annual staff survey and implement results 3.3 Completion of staff supervisions and support 3.4 Completion of annual performance review 3.5 New staff inductions completed Upskilling/Multiskilling staff 3.7 Business growth and personal growth
4. Service Delivery
4.1 Budget accountability Meeting service agreement KPI's Adherence to external contracts 4.4 Customer feedback, complaints, compliments 4.5 Indigenous Preferred Suppliers Trauma Informed Practice Implement QATSCIPP client tools 4.8 Client / family led decision making

Habits Checklist

Person: _____

Date: _____

Everyone aligned with #1 thing that needs to be accomplished this quarter to move company forward

- 5 priorities (Rocks) are identified and ranked for the quarter
- A Critical Number is identified and aligns with the #1 priority
- A Quarterly Theme is established that brings the key priority/Critical Number alive
- A scoreboard for the Critical Number is posted and Theme announced
- All employees know what the Celebration/Reward will be

Communication rhythm is established. Information moves through organization accurately and quickly

- All employees are in some kind of a daily and weekly huddle
- Huddles cascade from senior management to frontline or visa versa

Every facet of the organization has a person assigned with accountability for ensuring goals are met

- Income (P&L), Cash Flow, & Balance Sheet statements have persons assigned to each line item
- An accountability chart has been created

Ongoing employee feedback and input is systematized to remove obstacles and identify opportunities

- Employee hassles/ideas/suggestions/issues are being collected weekly
- There is a systematic process for addressing issues and opportunities
- Thank You cards are being written every week by senior management

Reporting and analysis of Customer Feedback data is as frequent and accurate as financial data

- All employees are involved in collecting customer data
- There is a person assigned accountability for customer feedback
- All senior leaders communicate with at least one customer weekly

Core ideologies are "alive" in the organization

- Core ideologies are discovered and defined
- Stories are being shared of employees who represent the ideologies
- Core ideologies are included in appraisal and recognition processes

Clear understanding of the firm's market position drives strategic planning and sales and marketing

- Brand Promise and market (Sandbox) are clearly defined
- The organization is aligned around 5 key strategies (Thrusts/Capabilities) for growth

All employees can report at any time what their productivity is and how it compares against goals

- Smart Numbers (key performance indicators) are identified for the organization
- Weekly measures for each individual/team are clearly displayed and reviewed

A "situation room" is established for the weekly executive team meeting

- Smart Numbers and Critical Numbers are posted bigger than life with goals clearly shown
- Data is presented graphically to help visualize trends
- Core ideologies, priorities, and market maps posted

As goes the Executive Team goes the rest of the firm

- Team members understand each other's differences, priorities, and styles
- The team meets offsite every few months for strategic thinking and renewal
- The team is having fun together

MEETING RHYTHM

Daily—Where we are today (10-15 minutes)

Daily huddle: What's Up, Metrics, Bottlenecks

Weekly—Improving what we do (2 hours)

News, Numbers, Customer & employee data, Collective Intelligence, 1-phrase close. Log of Who, What, When

Monthly—Learning and reviewing (4 hours)

Management team discussing 1-2 strategic items

Quarterly—Communicating new directions/theme (4-8 hours)

All-hands meetings once a quarter

Annual—Deciding on new directions/priorities (2 days)

Management team offsite, possibly professionally facilitated

Business Language

Core Values. Like the US Constitution or ten commandments, core values are 5 or 6 statements which answer the question "**SHOULD** we or **SHOULDN'T** we." They are discovered over time and last. And they tend to be different for each business, defining what is often called the corporate culture. At 3M, one of their core values is innovation. If they can't be innovative in a business area, they'll not do it or get rid of it. Jim Collins' "Mars" exercise helps discover core values.

Core Purpose & BHAG. This is a philosophical statement about **WHY** you're in business and is determined by your leader's particular reason for having passion for the business. Patagonia's (outdoor clothing) founder once exclaimed "Let my people surf" and that became their purpose statement. It says a lot about the founder's philosophy and style. The core purpose puts "heart" into the business. In addition, the business should be pursuing a Big Hairy Audacious Goal (BHAG). It should be a quantifiable pursuit with a 10 to 25 year horizon that is audacious but not braggadocios and reinforces fundamentals. Microsoft's pursuit of being on every desktop is an example.

Targets. The target level answers the question "**WHERE** you want the firm to be in 3 to 5 years." Besides deciding certain quantifiable targets, a firm should define the Sandbox in which the company chooses to play, so that it can be #1 or #2. The Sandbox definition includes the firm's expected geographical reach, product/service offering, and expected market share. Xerox changed their tag-line to "The Document Company" to signify a change in Sandbox focus from being a copier equipment seller to document management. Next, clearly articulate the key need you're going to satisfy for your customers, called your measurable Brand Promise - alternatively called a value-added proposition or differentiator. Finally, define five or six Key Thrusts/Capabilities necessary for you to dominate your defined Sandbox, fulfill your Brand Promise and meet your quantifiable Targets.

Goals. These say **WHAT** the firm has to do this year in order to be what was defined on the Target level. Like New Year's resolutions, they are defined annually. The key is defining five or six key initiatives for the year. Answer the question "If we get these five or six things accomplished, we'll meet our annual goals." In addition, choose one or two critical numbers - ideally one off the income statement and one off the balance sheet - on which the firm will focus. These critical numbers define the biggest opportunity for providing positive impact on

Action Plans. These describe **HOW**, on a quarterly basis, you're going to accomplish your annual Goals. Think of these as 13 week MISSIONS (this is how we define mission). Besides setting specific quantifiables for the quarter and one or two critical numbers, you need to define five or six key "rocks" that have to be completed in order to accomplish the goals. In addition, a quarterly or annual theme should be established, complete with a key measurable goal, theme title, company-wide scoreboard, and defined celebration/reward.

Schedule. This sets deadlines **WHEN** we're going to complete certain actions. Nothing will ever get accomplished until it makes someone's weekly to do list. The idea is to take the 13 week actions and put together a week-to-week plan on how they'll get accomplished, so that everyone knows what they need to do. We encourage firms to move their thinking from a monthly rhythm (A/R deadlines, billing cycles, sales targets) to a weekly or daily rhythm.

Accountability. This names **WHO** is going to be sure a particular activity is going to be accomplished. These last four levels essentially define WHO has to do WHAT WHEN and HOW in order to get things accomplished in the organization. And it's important to understand the difference between accountability and responsibility. Many might be responsible for getting something done (creating a new product), but only one person can have accountability. If the buck doesn't stop somewhere with a single person for every activity, then it's likely not to be completed or completed well. "Who owns the outcome?"



Opportunities (to exceed Plan)	What are the "Top 5 and First of 5" most promising and potentially profitable Opportunities available for your organization to actively and aggressively pursue? Select a timeframe that best suits your situation: either in the next 3-12 months (low-hanging fruit), or a period spanning the next 3-24 months.
Threats (to making Plan)/ Brutal Facts	What are the "Top 5 and First of 5" most dangerous and potentially devastating Threats or Brutal Facts facing you and your organization? The timeframe should be immediate to within the next 12-24 months, and should include Threats over which you have some degree of control in countering.
Core Values and Beliefs	The "Should's" and "Shouldn't's" that guide your organization's Decisions, Attitudes, Behaviors and Performance. Should be 5-10 Commandments upon which your Vision for the future is built. It will be the basis for Selection, Performance Review Evaluations, Promotion, and Retention of Key Players going forward. Answer these questions: <input type="checkbox"/> How do we conduct our business? <input type="checkbox"/> What makes up our unique culture? When your values are clear, all your decisions are easier.
Purpose	Ask the questions: "Why are we doing what we are doing?" "What is the reason we are in the business we are in?" "What is our Passion for the business we're in?" "What's our Higher Reason for being in this specific business?"
Actions	What specific Actions do we need to take in the months and years ahead to best allow us to fulfill and achieve our Purpose and our Core Values and Beliefs?
BHAG	From Jim Collins – Your "Big, Hairy, Audacious Goal." Should be: 10-25 Years out; Would make your organization Lofty and Legendary; Challenges you to Greatness; and must drive your Business Fundamentals. This is something that may take some time to figure out, so do not rush this process.
Targets (3-5 Years)	Where do you want your organization to be 3-5 Years from now, in terms of Revenues, Profitability and Market Value, at a calendar point that you select?
Sand Box	Defines three areas specifically and answers three Questions: 1.) What is your Geographic Market? 2.) What are your Product and/or Service Lines? And 3.) What are your Distribution Channels for your Products and/or Services?
Key Thrusts/Capabilities (3-5 year – Focus)	What 5 specific Moves or Actions must you and your organization take, or what Talents must you apply, in measurable terms, prioritized and stated as "Top 5 and First of 5" Goals to meet or exceed your 3-5 Year Targets?
Smart Numbers	What off-beat measure or ratio will best provide insights into future performance that aligns with your Strategic Anchors and Financial Performance Goals? It should be unique to your organization's business and your functional business practices, and should align with moving you towards your 3-5 Year Targets. The ability to predict is a key leadership function. (Example: Ratio or sales against same week, prior year to growth rate of the market.)
Brand Promise	To identify your organization's Brand Promise, ask yourself these Questions: 1) "What specific Need can we best satisfy for our Customers – Better than any of our Competitors?" 2) "What is our absolute Value-Added Proposition or Market Differentiator?"
Goals (1 Year)	Where do you want your organization to be 1 Year from now, in terms of Revenues, Profitability, Company's increased value, Gross Margins, Cash, Accounts Receivables Days outstanding, Inventory Days, Revenue per Employee, specific clients markets, and market share? - Generally at a year-end calendar point that you select – so you can make <u>substantial</u> progress towards your 3-5 Year Targets.
Key Initiatives –One Year Focus (Similar to Thrusts)	What 5 specific Moves or Actions must you and your organization take, or what Talents must you apply, in measurable terms, to meet or exceed your 1-Year Goals? These are your Annual Priorities, stated as "Top 5 and First of 5" Goals in the current Fiscal or Calendar Year.
Annual Critical #'s	1 or 2 meaningful, quantifiable and crucial indicators of success for your organization for the current Fiscal or Calendar Year; Generally, one is selected from the Balance Sheet and one is selected from the Income Statement. For example: Cash on Hand or gross profit.
Actions (Quarter)	Where do you want your organization to be 1 Quarter from now, in terms of Revenues, Profitability, Market Value, Gross Margins, Cash, Accounts Receivables Days outstanding, Inventory Days, and Revenue per Employee? - generally at the next Quarter-end calendar point that you select – so you can make substantial, incremental progress towards your Annual Goals and your 3-5 Year Targets.
Rocks	Your Rocks are you company's quarterly Action Items that are of the highest priority. There should be no more than 5 for the company and no more than 3 for an individual. Rocks are the action items that will be most responsible for achieving your quarterly and annual goals. For each rock, an individual or a team is designated to "drive it home."
Quarterly Critical #'s	1 or 2 meaningful, quantifiable and crucial indicators of success for your organization for the current or upcoming Fiscal or Calendar Quarter; Generally, one is selected from the Balance Sheet and one is selected from the Income Statement. These are the numbers that have the greatest impact on what you are doing and where you want to go.
Theme (Qtr./Annual)	Establish a Theme to properly address, frame, and focus everyone's energy and attention on The Most Significant Performance or Result Area affecting either Revenue, Cash, Profit or Productivity in either the next Year or the next Quarter. This is generally built around an appealing, creative Theme or timely Event. Establish a Reward that is fun and meaningful. Plan a celebration to mark your achievement of the Theme Goal.
Theme Name	What will you call your Theme? How will you effectively frame your Theme so it captures the imagination and gels the commitment levels of the people in your organization? Examples: Cash is King or Embrace the Process or Good to Great or Pedal to the Metal or Back to Basics.
Scoreboard Design	In what unique, creative and appealing ways can you communicate the measured and monitored progress and success (or lack thereof) of performance in your organization, and the achievement of your Theme Goals?
Celebration/Reward	In what unique, creative and appealing ways can you celebrate the measured and monitored progress and success (or lack thereof) of performance in your organization, and the achievement of your Theme Goals? Make your rewards fun, meaningful, and memorable.
Your Accountability	To advance the Plan, with YOU being the "Who": "Who" will be doing "What?" And "By When" will the commitments be met? Be very specific, measurable and clear on what commitments each person is making to advance the Plan. This must be in writing.