



# Strategic Plan

2023-2025

# MESSAGE FROM THE CEO

**Our people are integral to this plan's success. We continue to grow every day and the multiple layers of expertise that we hold will ensure that our objectives are implemented to the highest standards. The needs of those we care for remains at the forefront of service delivery and is our priority every day.**

It gives me great pleasure to present Allambi Care's 2023-2025 Strategic Plan. We continue to learn from the families, children and young people, and community we support and have used this knowledge to inform the plan and focus on areas of greatest need.

We hope that this plan will guide our work with those who need our help, whilst also addressing some key challenges and objectives in our sector. This plan is built on the success of our previous plan, where 94% of objectives were completed across our focus areas. This is an amazing achievement considering the turbulent and unpredictable environment we navigated from 2019 – 2021. We have experienced many new initiatives during this time that serve to fill gaps in service delivery, and I look forward to seeing how these evolve further over the next few years.

This time around we have included focus areas that reflect priorities in our organisation and the wider sector related to the care of Aboriginal children and young people, and the importance of connecting children to their families and communities. Continuing to improve our practice in these key areas is integral to the quality of care we provide and is something that I am proud to reflect strongly in this plan.

**SIMON WALSH**  
**CHIEF EXECUTIVE OFFICER**



## Traditional Acknowledgement

Allambi Care acknowledge the Traditional Custodians of country throughout Australia, and recognise their continuing connection to land, sea and community. We pay respect to their traditions, culture, aspirations and Elders past, present and emerging. We acknowledge the wounds of the past, and the ongoing failure to recognise and support the importance of Aboriginal and Torres Strait Islander culture. We commit our organisation in walking alongside Aboriginal and Torres Strait Islander peoples in their process of healing, and creating opportunities for cultural connection.



## Vision

Belonging, hope and positive futures.

## Mission

Allambi Care serves individuals, families, communities and government agencies. We are committed to addressing safety and growth needs so that we empower people to reach their full potential. Our services are flexible and characterised by innovation and best practice.

# OUR COMMITMENT AREAS

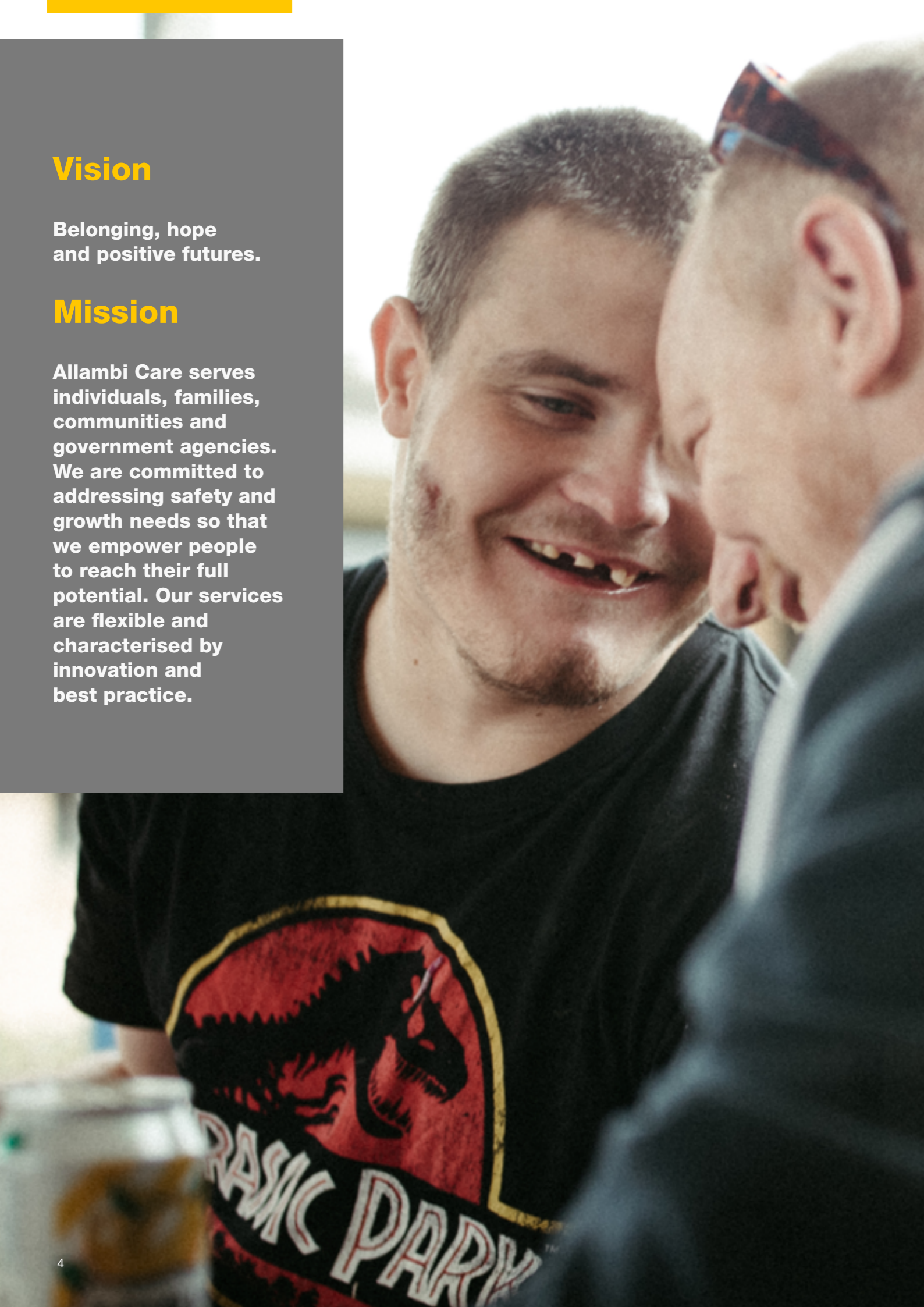
An organisation that provides high **quality** service improving outcomes for clients, and the community.

An organisational **culture** that generates trust and enthusiasm at all levels, working together in an inclusionary and focused way.

An organisation that champions **acknowledgement** – recognising first nations culture, history and diversity, and deep connections to, and custodianship of the land.

An organisation that seeks and nurtures **connection** at all levels through effective partnerships and collaboration.

An organisation that fosters **innovation** and sustainability by being courageous and resourceful.





## COMMITMENT AREA: QUALITY

This commitment is central to maintaining Allambi Care's role as a leading provider in service delivery to our expanding client base. A renewed focus and investment in research and a courageous commitment to ongoing independent review of program areas push the organisation to be the best it can be. We are continually striving to model best practice in the sector. Employing the best people, delivering contemporary, innovative and evidence-based solutions in order to provide great outcomes for our clients.

### Objectives

- We will conduct and use research evidence and evaluation to continually invest in and improve practice in all service areas.
- We will advocate for and influence policy that works for individuals and families we support at a state and national level.
- We will continue to deliver professional learning and skill development, building self-awareness and innovative thinking.
- We will maintain, develop, and monitor practices and procedures and ensure effective governance across all program areas to ensure we act with accountability and transparency.

This commitment embeds the work required to ensure that Allambi Care is a 'great place to work'. With a focus on providing a safe and inclusive workplace, that recognises the diverse pool from which employees are drawn and the uniqueness of their circumstance. We will continue to look for workplace solutions that balance the organisational needs and are family friendly. Understanding of and alignment to the Allambi vision and framework will be core to meeting our commitments.

## Objectives

- We will continue to build a value-based culture of inclusion, embracing people's diversity.
- We will be an employer of choice, providing training and development with a focus on innovative and inclusionary practice, that meets the needs of those we support.
- We will provide a workplace that prioritises safety, is free from racism and discrimination, with a deep awareness of social, ethical and sustainable practices.
- We will continue to connect staff to Allambi Care's core values and a genuine understanding of the elements of Needs Based Restorative Framework.

# COMMITMENT AREA: CULTURE



# COMMITMENT AREA: ACKNOWLEDGEMENT

This commitment has been highlighted in recognition of the continued overrepresentation of Aboriginal and Torres Strait Islander children and young people in the Out of Home Care system. The need to emphasise our focus and energise our commitment has never been greater if Allambi Care are to be part of the effort to genuinely close the gap of generational disadvantage. These strategic commitments ensure ongoing accountability across the whole organisation for stronger performance in delivering better outcomes for Aboriginal and Torres Strait Islander clients.

## Objectives

- We recognise that the real experts in care for Aboriginal and Torres Strait Islander young people are Aboriginal and Torres Strait Islander staff and families and we will embed consultation in our processes.
- We will work in a culturally meaningful and respectful way with Aboriginal and Torres Strait Islander families and communities.
- We will work collaboratively, and in partnership with Aboriginal and Torres Strait Islander people, organisations, and communities to provide wraparound networks that make a real difference.
- We recognise the critical importance of connection to culture for our children, young people and their families and we will demonstrate its representation in all service planning.



# COMMITMENT AREA: CONNECTION

This commitment is new to the strategic plan but are at the heart of Allambi Care values. The below commitments describe the critical importance of connection at all levels. The Needs Based Restorative Framework embeds the element of connection of children and young people to family, carers, and community as central to the achievement of lifelong successful outcomes. In order to deliver this outcome to our clients our services both internally and externally must be connected so that they can offer seamless transitions and wraparound support.

## Objectives

- We will work to connect children, young people and families to the community to ensure they never feel isolated or alone.
- We will actively seek out and grow partnerships which enhance and strengthen services to those we care for.
- We will share and encourage best evidence-based practice with our service partners through collaborative research, information sharing and leadership.
- We will place a high value on respectful relationships with our partners, internally and externally, recognising their important role in the lives of our clients.

This commitment recognises the rapidly changing global and sector environment. It recognises the challenging impact of climate change, pandemics, social and economic upheavals which must be responded to as part of the social contract that a large organisation like Allambi Care enters into with the local population and its service users. We will play our part in building better futures by being open to new ways of thinking and doing.

## Objectives

- We will be future focused, looking at where we need to be to meet the needs of tomorrow, swiftly adapting to change in the global and work environment.
- We will embrace innovation by identifying and addressing service gaps through building new systems and solutions.
- We will actively explore and build commercial opportunities that extend our community reach and financial sustainability.
- We will create and pursue opportunities for sustainable growth including geographical and program diversification.

# COMMITMENT AREA: INNOVATION





