

# STRATEGIC PLAN 2019-2024



*Bringing the light of Christ into communities*

# A MESSAGE FROM THE BOARD CHAIR & CHIEF EXECUTIVE OFFICER

Churches of Christ in Queensland has been on a very exciting journey over recent years bringing the light of Christ into communities.

While it has been an exciting time of growth, it has also been a challenging time for the communities in which we serve. Our Australian population is ageing, there are increases in child, youth and family issues, increases in homelessness, and Christianity is in decline in Australia and the Western world.

This Strategic Plan 2019-2024 aims to shape and guide our organisation, churches and movement for our next season.

Who we are and what we stand for as Churches of Christ is at the core of all that we do. As the needs of our communities are growing, so too we need to grow to meet them. Our strategies over the past five years have been working well. Our models of service integration have developed and we are increasing the number of integrated campuses as centres of strength across Queensland and Victoria.

As we move into a new season of growth, it is important for us to strengthen what we already do. For the next five years we intend to focus on seven strategic areas that will see us build the Kingdom of God, lead in serving the community, innovate and improve, build our culture, develop our people, provide the right support and manage well. We will also partner with like-minded organisations, key industry bodies and researchers to develop innovative solutions that meet the needs of our customers and the wider community.

Our people are always our greatest asset and we seek to be a workplace where our culture is healthy and employee satisfaction is high.

We have reviewed and expanded our Values to now include: Unconditional Love, Continual Innovation, Mutual Trust and Wise Stewardship.

We have also refined our Vision so we have a clear path and direction on where we aspire to be in the future so that we are recognised as a growing, Christ-centred, collaborative faith movement, leading in:

- building supportive integrated communities
- delivering innovative, holistic, caring services
- empowering people to live hope-filled, meaningful lives.

Over the next five years we are inviting each person in the Churches of Christ community to stretch and strive to achieve all that we have set out to do. It is with hope, trust and confidence that we move forward in faith, to help change lives and offer hope to our communities.



Gary Edwards  
Chief Executive Officer



Ken Ewald  
Board Chairperson



Gary Edwards, Chief Executive Officer



Ken Ewald, Board Chairperson



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## OUR IDENTITY.

Our identity and purpose as an organisation is founded on the person and work of Jesus. He is not merely a person of interest to us but rather our point of reference. We seek to model all of our work off the life, teachings and example of Jesus as found in the New Testament.

Churches of Christ in Queensland currently outworks this mission in Queensland, Victoria and Vanuatu with over 200 services in more than 100 communities, impacting tens of thousands of lives each year. We operate a range of missional and community services to assist families, the elderly, and people in need through church communities and our care services.

## OUR VISION.

Churches of Christ in Queensland is widely recognised as a growing, Christ-centred, collaborative faith movement, leading in:

- building supportive, integrated communities
- delivering innovative, holistic, caring services
- empowering people to live hope-filled, meaningful lives.

## OUR MISSION.

Bringing the light of Christ into communities.

## OUR VALUES.

As our name implies, 'Churches of Christ' is founded on the teachings and values of Jesus Christ who calls on every one of us individually and collectively to be a light to the world through the expression of His love. He calls us to work together as one body in serving others, and to see this not just as something we do but as a way of life. Flowing from this understanding of who we are, and what we stand for as an organisation, we are committed to these core Values:

- **UNCONDITIONAL LOVE**  
We accept and reach out to people whatever their circumstances.
- **CONTINUAL INNOVATION**  
We constantly seek new and better ways of doing things.
- **MUTUAL TRUST**  
We relate with honesty, respect and consistency.
- **WISE STEWARDSHIP**  
We are accountable in managing our people and our resources wisely.

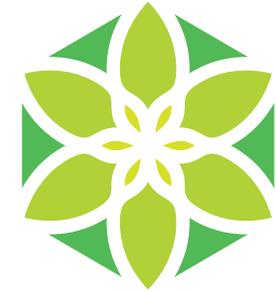
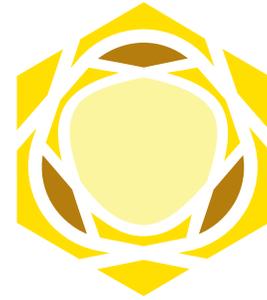


## THE COFC WAY.

The Churches of Christ Way (CofC Way) is an overall expression of who we are as an organisation and a movement. It describes the desired outcomes of our work and what we hope our clients, residents, customers and partners will experience.

The CofC Way is made up of five key elements which reflect our Identity, our Vision, our Mission and our Values. They serve as touchstones that we align ourselves to and allow us to have a consistent message across the diversity that is Churches of Christ in Queensland.

At Churches of Christ in Queensland, we truly want to be about **Welcome, Wellbeing, Home, Community** and **Faith**. We seek to embody these elements at all times, in all situations and in every location.



## WELCOME

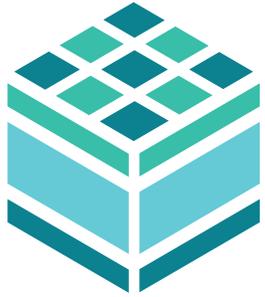
WE INVITE PEOPLE INTO WHAT WE ARE DOING

We see ourselves as a movement more than an organisation, and as such there is always room for people to join us and contribute. We practice warm hospitality and seek to act in love towards all people and to embrace their unique gifts, abilities and experiences.

## WELLBEING

WE HELP PEOPLE LIVE LIFE TO THE FULL

We are in the business of helping people to live as well as they can, for as long as they can, regardless of their current situation. We see the whole person and promote wellbeing by helping them find comfort, occupation, identity, inclusion and attachment.



## HOME

WE HELP PEOPLE FIND HOME

We believe a fundamental aspect of being human is our need for belonging and acceptance, to be known by name and valued as we are. To find the warmth and embrace of home. Housing is only one step on the journey towards finding our way home, but it is critical in helping people find safe and secure places where they can do the very real work of their lives.

## COMMUNITY

WE HELP COMMUNITIES BUILD COMMUNITY

We see ourselves as active members of existing communities. We do not fundamentally see ourselves as solo actors or as an end in ourselves. Our unique contribution is one of partnering with a wide array of faith-based and community groups to see whole communities and neighbourhoods flourish. We belong to, benefit from and contribute to the communities in which we are a part.

## FAITH

WE COME WITH FAITH

We believe that God is the source of all good things and that He is constantly bringing His light into communities. He works in us, through us and sometimes in spite of us to restore and build lives, homes and communities. We bring the best of our own efforts whilst also having faith that God works alongside us. We are not alone in our Mission and this timeless mystery challenges, shapes, informs and directs all of our efforts.

# OUR COMMITMENT TO INTEGRATION.

Churches of Christ in Queensland is operating in a shifting and challenging environment and it is vital we work together in an integrated way that leverages our resources and allows us to respond and pivot with agility.

In this plan we have acknowledged the complex and inter-dependant relationships that exist between our core services, churches and support areas. Our core care services and local churches have unique legislative, funding, market and compliance requirements. With this in mind, we are committed to working together in collaboration to integrate and leverage all of our services. This is not only for efficiency, but also for the seamless continuity of care that our customers and communities require. We are committed to the concept of 'one team, one mission' and we aim to capture that in this plan.

We have identified seven strategic priorities that we are committed to progressing, while allowing flexibility for individual departments and sections to work collaboratively to design solutions and deliver outcomes.

We have demonstrated experience in cross-service collaboration at our six integrated communities, and the Youth CONNECT Social Benefit Bond program. These projects are positive examples of how different operational services, business support services, and churches can work collaboratively to achieve common goals and outcomes.

## THE RUBIK'S CUBE.

Churches of Christ in Queensland uses the Rubik's Cube to demonstrate how operational and support services rotate and align to meet the current business objectives and market challenges. It helps us to see the organisation holistically, rather than in semi-independent siloes.



# WHAT WE DO - 2019.

Churches of Christ in Queensland brings the light of Christ into communities throughout Queensland, Victoria and Vanuatu. Through an array of church, community and care services we model unconditional love in the many communities we serve. Together, we are:

- 64 affiliated churches
- Three care services: Seniors and Supported Living, Children, Youth and Families and Housing Services
- 3,690 staff and 1,060 registered volunteers.

We receive funding and/or support from government, industry and peak bodies to ensure we deliver high-quality missional and care services, and to understand and inform policies that are likely to impact individuals and the communities in which we serve.

## CHILDREN, YOUTH & FAMILIES.

Helped 4,122 children and young people across Queensland through our early childhood, out-of-home care, family support and transition to independence programs.

## HOUSING SERVICES.

Helped 3,321 people find safe, affordable and secure homes through our affordable housing programs, 67 per cent were at risk of homelessness or in unsuitable or crisis accommodation.

## CHURCH & COMMUNITY ENGAGEMENT.

64 affiliated churches and 28 chaplains ministered to communities, hospitals and schools and offered places of worship and connection for thousands of people.

## SENIORS & SUPPORTED LIVING.

12,015 older people experienced seniors services underpinned by our unique Positive Wellbeing Model of Care.

# OUR STRATEGIC PRIORITIES FOR 2019-2024.

As Churches of Christ in Queensland (CofCQ) moves forward our focus is on becoming as organisationally healthy as possible. We are committed to working together in an integrated way with our affiliated churches, care services and support areas to address the changing needs of our communities. We have developed seven strategic priorities that will frame our work in the next season.

Strategic Priorities	How	Outcome
Build the Kingdom of God	Use action learning processes in regions to engage churches, services and local communities to build the Kingdom of God together. Support and empower churches to be healthy, vibrant and committed to our Mission. Encourage and resource leaders to rejuvenate existing churches and plant new ones. Embed chaplaincy and spiritual support as foundational across all of our services.	People are coming to Christ, churches are growing, and individuals are growing spiritually.
Lead in serving the community	Be a leader in the community services sector, providing innovative, holistic models of care for vulnerable people.	CofCQ is one of the state's top three providers of community services in Seniors and Supported Living, Children Youth and Families and Housing Services.
Innovate and improve	Partner with churches, other care service providers, researchers and stakeholders to continually improve and innovate in all aspects of our Mission.	All mission and service teams engage in continual improvement and innovation.
Build our culture	Foster an organisational culture that reflects diversity and effectively embeds and communicates our Mission and Values.	Workplace culture is positive and employee satisfaction levels are consistently high.
Develop our people	Develop and build the capability of our people, including Aboriginal and Torres Strait Islander people and people from diverse backgrounds, to provide collective leadership, engage in our Mission and care for communities.	Workforce capacity and capability is optimised. People are competent and committed to our Values.
Provide the right support	Support the provision of services with reliable and appropriate business systems and processes.	Effective processes and systems are delivering efficiency and reliability.
Manage well	Manage our resources responsibly, through efficient delivery of services and effective stewardship of assets.	Responsible stewardship of funding and assets are delivering an acceptable return on investment and missional support.

MANAGE  
WELL

BUILD  
THE KINGDOM  
OF GOD

INNOVATE  
AND  
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LEAD IN  
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BUILD  
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DEVELOP  
OUR  
PEOPLE





## PRIORITY AREA 1: BUILDING THE KINGDOM OF GOD

Goal	Outcomes	Signposts of success
<p>Churches are provided with the right support to enable them to bring the light of Christ into communities.</p>	<p>A support model is developed and promoted which allows churches to leverage the expertise and resources of the Kenmore Campus including help with HR, IT Infrastructure, Governance and Compliance, Health and Safety, Public Relations and Communications, Procurement, Property and Assets.</p> <p>Churches measure their ongoing health and vibrancy through regular engagement with the National Church Life survey.</p> <p>A framework is developed and implemented which guides and supports churches in providing safe people, safe programs and safe places.</p> <p>Being a childsafe organisation is at the forefront of all that we do in order to ensure the safety and best interests of children.</p>	<p>Churches have a single point of contact for all enquiries or assistance from support services at the Kenmore Campus.</p> <p>Churches are providing rich feedback in regard to how Kenmore Campus can best support them.</p> <p>Churches have a documented framework for ensuring that they have safe people, safe places and safe programs.</p> <p>Programs confidently engage children in a nurturing and safe way.</p>
<p>Churches and services partner together to develop strong links to grow in their ability to care for the holistic needs of the community.</p>	<p>A partnership model is developed and implemented for churches and services to form strong links that help in leveraging opportunities to bring the light of Christ into local communities.</p> <p>Theological reflection is undertaken around our models of care to ensure that they align strongly with the Way of Jesus and a Christian ethos.</p> <p>The integrated communities framework, system and mission is embedded across all designated sites to ensure services work collaboratively for the uplift of on-campus customers and the broader community.</p>	<p>Churches and services are learning from each other in their areas of expertise.</p> <p>Churches are eager to participate in our care services as a genuine extension of their local church.</p> <p>Staff at our integrated sites work collaboratively to welcome and serve every person on campus and the wider community.</p>

Goal	Outcomes	Signposts of success
<p>Churches and services are committed to a regional, mission action strategy that seeks to address the needs of local communities.</p>	<p>Strategic Action Leadership Teams (SALTs) are established in communities where CofCQ is active.</p> <p>Action learning principles are applied to develop, document and implement mission action strategies to address the needs of the community.</p> <p>New opportunities are resourced and delivered through local partnerships, regional hubs, local staff and volunteers.</p> <p>A common language model is documented and promoted which brings clarity and cohesion around our one Mission, our strategic plan and our clustering framework.</p>	<p>Churches and services are actively engaged in their regional SALT and are outworking their mission action strategy.</p> <p>Churches and Kenmore Campus staff demonstrate a clear understanding of the purpose and elements of our engagement framework.</p> <p>External community leaders are actively contributing to the work of local SALTs.</p> <p>New innovative projects are being created to meet the holistic needs of the community.</p>
<p>CofCQ provides personal and spiritual formation and ongoing development of pastors, leaders and managers.</p>	<p>A leadership development program is implemented and maintained for leaders in our churches to be provided with the support needed to be effective in their roles.</p> <p>All senior leaders have access to mentoring in regard to personal and spiritual formation.</p>	<p>All ministering persons are actively engaged in the Personal and Professional Formation Program (PPFP) and are engaged with the suite of formation experiences offered, e.g. retreat groups, book clubs, Deeper Rhythms, companioning and mentoring.</p> <p>Leadership and management programs contain personal and spiritual formation components as foundational for developing healthy leadership.</p> <p>Ministers and leaders are engaging in their work in a healthy and sustainable way.</p>
<p>CofCQ has an investment strategy to fund church and community engagement activities.</p>	<p>A strategy is developed to invest seed funding into starting new churches under the auspices of CofCQ.</p> <p>A strategy is developed to enable churches, businesses and the wider CofCQ conference to financially resource local initiatives and projects.</p>	<p>New churches are starting each year from our conference.</p> <p>Church and ministry leaders are engaging in training and discussion around innovative new models of mission and ministry.</p>
<p>CofCQ continues to develop chaplaincy services to provide a strong partnership link between churches and services.</p>	<p>An expansion plan is created to provide all services with access to a local chaplain.</p> <p>Chaplains are supported in all services through the provision of financial, professional and pastoral support.</p> <p>Signature programs are run to explore the Christian faith, in partnership with local churches.</p>	<p>Our services are accessing spiritual and pastoral support through either a local chaplain or the local church.</p> <p>Churches and chaplains are working together to deliver church services and faith based programs as part of our holistic care services.</p> <p>Residents, families and community members are actively requesting chaplaincy and pastoral care services.</p>

## PRIORITY AREA 2: LEAD IN SERVING THE COMMUNITY

Goal	Outcomes	Signposts of success
<p>CofCQ is recognised as a leading service provider and thought leader by government, industry, customers and key stakeholders.</p>	<p>CofCQ is considered influential by government, industry leaders and peak bodies in order to affect current and future policy.</p> <p>Awareness of CofCQ's work is increased and market share is improved in the regions we operate.</p> <p>New business is established within Seniors and Supported Living to deliver education in the areas of dementia and ageing.</p> <p>A strategy is implemented to advocate for reducing the over-representation of Aboriginal and Torres Strait Islander children in care.</p> <p>A positive public image is maintained through the consistent telling of our story and by highlighting best practice in areas of strength.</p>	<p>CofCQ are active members of relevant peak bodies and are invited to engage in debate around future policy decisions</p> <p>CofCQ is recognised through industry and government awards.</p> <p>Senior staff are playing a public role in thought leadership for our sectors through speaking at conferences, writing articles and engaging in communities of practice.</p> <p>Relevant market share indicators are increasing and we report on the growth of churches and service areas.</p>
<p>CofCQ adopts a customer-centric approach to engaging with people and communities that improves customer wellbeing outcomes.</p>	<p>Services, activities and measures are designed with the customer as the centre of focus.</p> <p>Customer wellbeing is improved by internal services working together to build a customer focus across all services and support services.</p> <p>Customer wellbeing is improved by partnering with organisations to provide a holistic care service for our customers in areas where gaps in Churches of Christ services exist.</p> <p>Services measure wellbeing through an outcome measurement model to assess the effectiveness and change in wellbeing for our customers.</p> <p>Care models are aligned through a common language model.</p>	<p>Customers wellbeing scores are improving, as measured by the relevant care indicator across our CofCQ services.</p> <p>All new services and processes are initiated and designed through the lens of the customer's needs and experience.</p> <p>Customers are accessing care from a range of our services and are moving seamlessly between them.</p> <p>Customers are recommending our services to their family, friends and networks.</p> <p>CofCQ has healthy partnerships with like-minded care organisations and regularly assist customers to access the services they need, even if not through us.</p>



Goal	Outcomes	Signposts of success
<p>CofCQ's positioning strategy is clearly articulated and understood across churches and services to maintain leadership in the community services sector.</p>	<p>A positioning strategy is researched, developed and monitored based on our brand and service offering to become leaders in our preferred areas of the community services sector.</p> <p>Our customer profile is understood in order to make considered investment decisions for the services and activities we provide.</p> <p>The investment is aligned to the positioning strategy.</p>	<p>CofCQ has developed and implemented 'one unifying brand' which covers the full breadth of our work in communities.</p> <p>Churches are aware of the full breadth of our services and are referring customers to us.</p> <p>Like-minded churches and community organisations can clearly understand our brand and message and are seeking to partner with us because of a Mission and Values alignment.</p> <p>Audiences and engagement across all of our media and communication channels are growing.</p>



# PRIORITY AREA 3: INNOVATE AND IMPROVE

Goal	Outcomes	Signposts of success
<p>CofCQ explores partnerships internally and externally to continually improve and innovate in all aspects of our customer service delivery.</p>	<p>Strategic partnerships and collaboration opportunities are formed internally and externally to enhance sustainability and innovation for the organisation, increase our value contribution to customers and communities and identify growth opportunities.</p>	<p>CofCQ is implementing new, innovative ideas into our services based on learning from partner organisations.</p> <p>Internal departments are working together to improve our customer experience.</p> <p>Churches are sharing ideas and resources in order to be more effective in their local communities.</p>
<p>CofCQ continually improves and innovates through considered market research and organisational feedback.</p>	<p>A research and innovation group is established to examine and assess opportunities for innovation and improvement.</p> <p>Regular briefings/workshops are conducted with the Executive Group and Board to explore new ideas.</p>	<p>New systems, projects and programs are being initiated as a direct result of the market research and the innovation group.</p> <p>Senior leaders are engaging the research and innovation group with new projects to explore.</p>
<p>CofCQ embeds a culture of continuous improvement and innovation by exploring new ideas, fostering thought leadership and capturing and reflecting on learnings.</p>	<p>An innovation framework is developed and implemented that enables ideas and learnings to be captured and dealt with in a meaningful way.</p> <p>Innovation and continual improvement is promoted throughout CofCQ and staff feel empowered to offer new ideas.</p> <p>Budget and resources are defined and established for innovative projects.</p>	<p>Our people are submitting suggestions for continuous improvement and initiatives are highlighted, embraced and communicated.</p> <p>Our people have a mindset of embracing new ideas and a willingness to accept change.</p> <p>Teams are embracing failure and learning from it in a healthy and productive way.</p>
<p>CofCQ continually improves and develops efficiencies whilst remaining effective in all aspects of service delivery.</p>	<p>Efficiencies are identified through continuous improvement activities and streamlining of core business processes and systems.</p> <p>Decisions that impact services are considered as a whole-of-organisation approach to better understand economies of scale.</p>	<p>Duplication of work is being removed from the organisation.</p> <p>Systems are becoming increasingly enhanced.</p> <p>Systems integrate in a way that brings efficiency across the whole business.</p>

# PRIORITY AREA 4: BUILD OUR CULTURE

Goal	Outcomes	Signposts of success
<p>CofCQ shapes an organisational culture where people flourish.</p>	<p>A healthy organisational culture is defined, modelled and reinforced throughout CofCQ.</p> <p>The organisational culture is continually monitored, assessed, evaluated and reported on.</p> <p>The health and growth of CofCQ churches is researched and monitored.</p>	<p>Leaders and managers understand our Values and the CofC Way and are modelling it to others.</p> <p>Churches are engaging with the National Church Life Survey (NCLS) and are using the results to shape their culture.</p> <p>Outcomes of employee surveys show constant improvement in the health of our organisational culture.</p>
<p>CofCQ values are embedded in everything we do and demonstrated in action by all staff.</p>	<p>Values are reinforced through effective change management and communication techniques.</p> <p>Values are modelled by executive and senior leadership and filtered throughout the organisation.</p> <p>Values are included as part of every touchpoint for employees and customers.</p> <p>Values are considered in all processes.</p> <p>Key messages are positive, celebratory and reflect values.</p>	<p>Major decisions are made and communicated through the lens of our Values.</p> <p>Our people are proud of the organisation and are recommending our services to family and friends.</p> <p>Our events and communication publications are full of stories of our people living out our Values in the community.</p> <p>Our workplaces are emotionally healthy with good measures of laughter, joy and tears.</p> <p>Our people have a growing sense of trust in themselves, their teams and their leaders.</p>
<p>CofCQ recognises and reinforces behaviour that aligns with our Values.</p>	<p>Staff are acknowledged through a reward and recognition program that awards not only the big achievements but the everyday behaviour that aligns to our Values.</p> <p>An individual recognition program is developed that is based on significance (adding value to others) and success (adding value to ourselves).</p>	<p>Celebrations of achievement, great attitude and performance are regular and heartfelt.</p> <p>Senior leaders are taking personal responsibility for the encouragement and empowerment of their staff.</p> <p>Our people are actively seeking to add value to others outside their immediate teams.</p>
<p>CofCQ is committed to an environment that is diverse, inclusive and culturally safe.</p>	<p>A plan that delivers on gender equity and women in leadership is designed and embedded into work policy and practice.</p> <p>Cross-cultural awareness training is implemented throughout the organisation to inform our cultural footprint.</p>	<p>Our people report that they feel safe, included and contributors to our work.</p> <p>Gender ratios are consistent across all levels of the organisation, especially in leadership positions.</p> <p>Our workplaces are celebrating the rich cultural backgrounds of our people and there is an atmosphere of cultural humility and willingness to learn from each other.</p>



## PRIORITY AREA 5: DEVELOP OUR PEOPLE

Goal	Outcomes	Signposts of success
<p>CofCQ future proofs our workforce through innovative attraction, selection and retention practices.</p>	<p>Staff are recruited and retained in the best way and consideration is given to approved innovative methods of recruitment and selection to ensure the right person for the right job.</p> <p>HR processes are continually reviewed and improved to reflect best practice and alignment with CofCQ's Values.</p> <p>An employee value proposition is developed and implemented.</p>	<p>Job applicants are attracted to CofCQ due to their alignment with our Mission, Vision and Values.</p> <p>Internal roles are being filled by people already within our networks and recruitment pipelines, including volunteers, student placements, internship and graduate programs.</p> <p>Staff are being, developed, prepared and promoted from within through effective succession management.</p> <p>Processes are reviewed to reflect innovative and contemporary people management practice.</p>
<p>CofCQ celebrates, welcomes and supports people from diverse backgrounds to thrive in our workplace.</p>	<p>Aboriginal and Torres Strait Islander people and people of diverse backgrounds are welcomed, supported and valued for their unique knowledge and skills.</p> <p>CofCQ is an employer of choice for people living with a disability, including volunteers with a disability.</p>	<p>Our workforce is representative of the diversity of the communities in which we work.</p> <p>Aboriginal and Torres Strait Islander people are growing in influence as well as presence in our workplaces.</p> <p>Events and communication are culturally sensitive and display the diversity of our workforce.</p> <p>Partnerships are established with organisations to provide opportunities for people living with a disability to be involved in our work.</p>
<p>CofCQ creates an environment that supports the physical, mental and spiritual wellbeing of our people.</p>	<p>Safety of our people is a priority and a primary focus and responsibility for our leaders and managers.</p> <p>A wellness framework is introduced based on the 'Positive Wellbeing Model of Care' which promotes and measures the ongoing wellbeing of our people.</p>	<p>Our people are taking responsibility for their own safe working environments.</p> <p>Our people confidently and consistently report unsafe workplaces and practices.</p> <p>Our people are engaging in work in a healthy and sustainable way.</p> <p>The frequency, severity and cost of workplace health and safety claims are reduced.</p>

Goal	Outcomes	Signposts of success
<p>CofCQ fosters an engaged and capable workforce.</p>	<p>An organisational development framework is implemented to ensure staff are fully developed and supported in their roles.</p> <p>Comprehensive training needs analysis is conducted and a capability plan developed.</p> <p>Management development opportunities are extended and broadened to encompass all areas of CofCQ.</p> <p>Leadership practices are contextualised to reflect organisational Values and are embedded in our current learning and development programs.</p> <p>Staff and volunteer engagement levels are understood, monitored, reviewed and treated across our workforce through regular employee and pulse surveys.</p> <p>A positive attendance strategy is implemented across the workforce.</p>	<p>Our people are aware of internal learning opportunities and are engaging in them.</p> <p>Leaders and managers are growing in confidence and clarity around how to perform their roles, particularly in relation to our Values and the CofC Way.</p> <p>Employee engagement is high and having a positive impact on customer service.</p> <p>Levels of absenteeism are decreasing and annual leave is being appropriately used.</p>
<p>CofCQ provides a performance management framework that underpins and encourages an employee driven performance culture of contribution, achievement and success.</p>	<p>A performance management framework is developed and implemented at all levels of the organisation.</p> <p>Professional development that builds knowledge and skills in clinical, technical and specialist areas are identified and sourced for services to access.</p> <p>A coaching methodology is introduced into the performance management framework.</p>	<p>Staff have a performance development plan that reflects their goals and aspirations.</p> <p>Performance appraisals are a continuous partnership between employees and their line managers.</p> <p>The number of performance management cases requiring HR intervention is reduced.</p> <p>Our people have clarity around the expectations of their roles and have a mechanism to give and receive feedback.</p>

## PRIORITY AREA 6: PROVIDE THE RIGHT SUPPORT

Goal	Outcomes	Signposts of success
<p>CofCQ's policies, procedures and business processes are continually reviewed to ensure efficiency, effectiveness and best practice in line with governance requirements.</p>	<p>A quality and process improvement framework is approved and implemented to ensure the alignment of people with business processes and systems.</p> <p>End to end processes are mapped and reviewed to meet our strategic, operational and compliance requirements whilst ensuring best practice in governance, consideration of risk, and alignment with our Values.</p> <p>Changes in legislation are identified and processes are updated continually to ensure we remain compliant and a leading provider in the industry.</p> <p>Processes are reviewed using proven methodologies to reduce complexity and deliver business benefits.</p> <p>Audits are planned and focussed on issues to address governance, risk and compliance requirements.</p>	<p>Services are compliant and maintaining accreditation.</p> <p>All processes are current and streamlined according to process improvement methodology.</p> <p>Time wastage and cost of support services is reduced due to efficiencies gained from enhanced systems.</p> <p>Trust is being built through effective collaboration between core services and support areas.</p>
<p>CofCQ identifies, manages and monitors risks that are likely to have a material impact on the organisation's ability to achieve its objectives.</p>	<p>A robust risk management framework is developed and implemented that is endorsed by external stakeholders.</p> <p>A business continuity program is implemented to ensure sustainability and security of our organisation.</p>	<p>Board and senior leaders are confident in our ability to negotiate major disruptive events should they arise.</p> <p>Our leaders and managers take a positive view of risk management and see it as a source of opportunity as well as protection.</p>
<p>CofCQ is committed to investing in appropriate and reliable business systems and infrastructure that ensure we are delivering on business requirements.</p>	<p>An extensive business systems strategy is implemented, defining future infrastructure and system requirements with a road map identifying indicative costs, benefits and timelines.</p> <p>IT systems and applications are implemented to meet business requirements.</p> <p>IT and communications infrastructure is continually upgraded according to licensing and business requirements.</p>	<p>Our people engage positively with our IT systems as they are fit for purpose.</p> <p>Our people have access to timely support in relation to our IT systems and applications.</p> <p>Hardware and software is regularly being improved to meet the current needs of the organisation.</p>



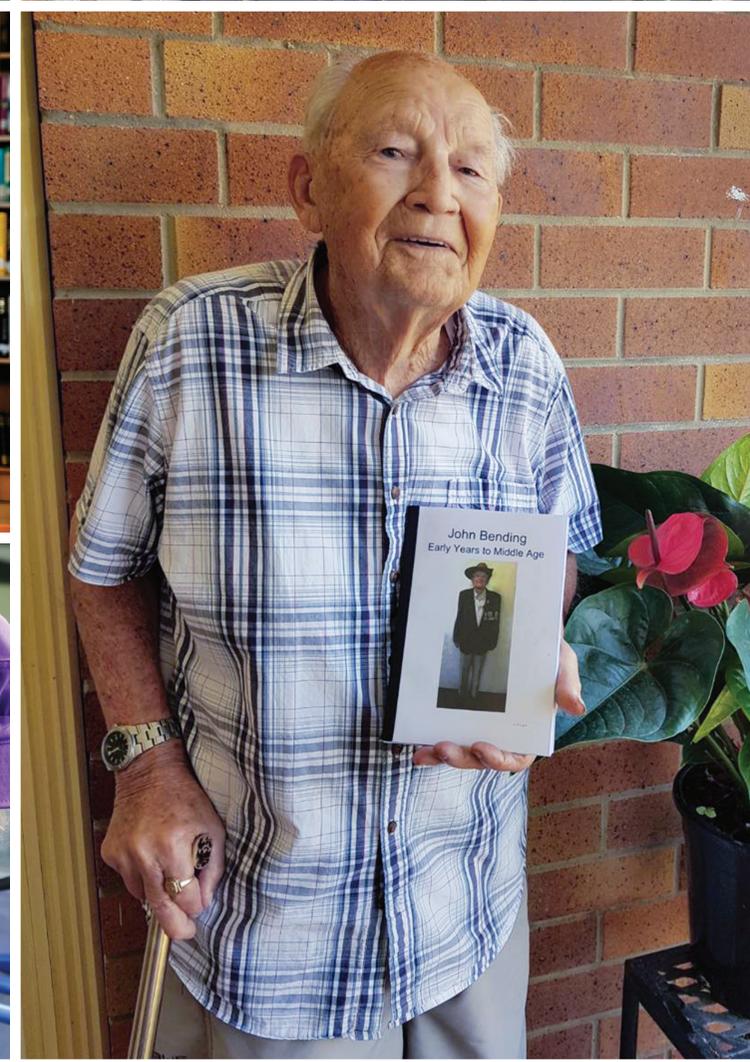


# PRIORITY AREA 7: MANAGE WELL

Goal	Outcomes	Signposts of success
CofCQ ensures a transparent business model exists to provide for services and activities whilst considering future costs.	<p>An appropriate business model is developed and approved by the Board.</p> <p>Financial reporting reflects the business model.</p> <p>Financial performance is evaluated against the business model.</p>	<p>Our business model is documented and key indicators and outcomes are available for leaders and managers.</p> <p>Regular cost-benefit analysis of the business model is undertaken and reported to the Board.</p> <p>Modelling of future costs and income are maintained and analysed regularly.</p>
CofCQ sets financial targets that are clearly communicated and reported on.	<p>Financial targets are assessed annually and included in budgets.</p> <p>Variance of actual performance against budget is maintained at &lt;5%.</p>	<p>Our people feel empowered to wisely steward their budgets and resources.</p> <p>Our people take responsibility for meeting annual financial targets.</p> <p>Variance of financial performance is identified early and adjustments and action plans are created.</p>
CofCQ invests appropriate funding for church and community engagement activities.	<p>Appropriate funding to invest in church and community engagement activities is included in the budget to support the funding strategy.</p>	<p>Church and community engagement areas understand their annual funding arrangements and can confidently work within these budgets.</p> <p>Church and community engagement activities that are a result of the investment strategy are being celebrated and reported on in a transparent way.</p> <p>New funding is flowing into these areas via better stakeholder engagement and fundraising.</p>
CofCQ limits debt to acceptable levels.	<p>Debt does not exceed the level approved by the Board.</p>	<p>CofCQ maintains financial control over our organisation and our assets.</p> <p>Individual development projects do not present undue risk to the rest of the organisation.</p>
CofCQ leverages its assets to ensure return on investment.	<p>Asset base of CofCQ is regularly assessed.</p> <p>Return on investment is measured and reported on.</p>	<p>Overall balance sheet is increased as all assets are appropriately utilised.</p> <p>Trust is built with our people around the ongoing strength of our organisation.</p>

Note: CofCQ has secured an external debt facility in order to enable completion of our current capital development program. This limit has been set by the Board and our goal is to remain within those parameters.







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