

IMPACT COMMUNITY SERVICES

# STRATEGIC PLAN

2022-2025



**IMPACT**  
COMMUNITY SERVICES

**WORKING TOGETHER, CREATING DIVERSE OPPORTUNITIES & IMPROVING LIVES SINCE 1978**

Warning: This document may contain references to, or feature images of Aboriginal and Torres Strait Islander peoples who have passed away.

# ACKNOWLEDGEMENT OF COUNTRY

*IMPACT Community Services  
acknowledges the traditional owners  
of the land on which we live, work and  
meet.*

*We pay our respects to the Elders past,  
present and future for they hold the  
memories, traditions, the culture, hopes  
and values not only of Aboriginal and  
Torres Strait Islander people but of all  
Australians.*

Photo: Indigenous artist....



# MESSAGE FROM OUR STRATEGIC MANAGEMENT GROUP

For more than 40 years, the philosophy of IMPACT has remained consistent from the outset: we are committed to our vision of Improving Lives. We have been successful in delivering many government-funded programs and helped thousands of people through difficult times.

Today IMPACT's vision, mission and values demonstrate these same ideals - to support people who are vulnerable, unemployed or who feel disconnected. We help them to reconnect to social and economic networks, enabling them to realise their potential.

While the organisation's purpose has remained solid over the years, our structure, operations and strategic objectives have changed significantly.

To remain sustainable, financially viable,

relevant through the ebbs and flows of the community sector, and to keep up with the ever-changing needs of our stakeholders, IMPACT must adapt. We cannot rely on previous achievements and must remain committed to pushing boundaries that lead to meaningful change for our consumers. This can only be achieved by creating a solid operational foundation, from which 'green shoots' can emerge. With a focus on strengthening our core, this plan supports the incubation and growth of new opportunities within existing projects and encourages every member of our team to participate in the process. Our aim is to create a sustainable, dynamic organisation that future proofs our organisation, ensuring that the great work that has been achieved over the last 40 years, continues into the future.

## BUILD TRUST IN RELATIONSHIPS

Cultivate habits that build positive interactions and experiences with others



## EMPOWER OTHERS

Walk beside someone as they increase their autonomy, self-determination and decision-making capacity



## BE COMPASSIONATE

Strive to show kindness and a willingness to support others both in our organisation and in the communities in which we live



## CELEBRATE UNIQUENESS

Be part of a place that is built on dignity and respect, applauds individuality and where everyone is welcome



## Our Core Values



## WORK TOGETHER

Leverage collective genius to find new ways to think big, experiment and solve shared problems



## CREATE POSITIVE IMPACT

Show commitment and drive to energise, engage and inspire others to achieve our shared vision



## STRIVE FOR EXCELLENCE

Pursue continuous growth, high performance and improvement



# ABOUT US

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## **Our Vision: Improving Lives**

### **Our purpose:**

We create meaningful impact for our clients. We are dedicated to fostering positive change and empowering individuals and communities to thrive.

Through our initiatives, programs, and partnerships, we aim to address pressing societal challenges and drive sustainable solutions. By mobilising resources, knowledge, and expertise, we strive to make a

lasting difference in the lives of those we serve. Our commitment to innovation, collaboration, and social responsibility fuels our efforts to create a better future for all.

We create an environment where everyone has the opportunity to reach their full potential and where collective action drives transformative impact.

# EXECUTIVE SUMMARY

## Our process

The 2022-25 Strategic Plan has been a collaborative effort, aiming to present a vision for the future of IMPACT Community Services' programs under our LIVE, GROW and PROSPER pillars.

This plan, approved by the Board, has been designed from the ground up. Our teams have each completed their own 'Plans on a Page', a high-level overview of their vision and key objectives for their program or service. This work has created the foundation from which the plan was developed, containing their ideas about how the organisation needs to look if we wish to remain relevant and successful into the future.

Currently, social issues such as housing, employment, the cost of living and climate change are pressing topics for individuals, business, industry, and policy makers. Addressing these issues requires a long-term strategy and a commitment to looking at things differently.

## We commit to:



We believe that it requires creativity, collaboration, resilience, consistency, and quality, therefore have focused on embedding innovation into the DNA of the organisation.

Our people understand why innovation is important, they know what to do to achieve it, and they have the skills to make it happen. They can imagine a future-fit organisation that creates value, lives its purpose and vision, and ensures that services are co-designed with consumers. And the best bit is, that they want to be part of it. This plan is their vision for how we work together towards a better future.

## Commitment to diversity, equity, and inclusion

Success can only be supported if we are steadfast in our pursuit of diversity, equity, and inclusion at IMPACT Community Services. Our Board's commitment guides and influences the implementation of our organisation's mission and vision.

# PLAN OVERVIEW

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The 2022-2025 Strategic Plan has been deliberately designed in three, one-year chunks. We wanted to break the plan down, making it more manageable and reducing the overwhelm that can be associated with a long-term strategy. This has resulted in annual deliverables that aim to 1) be more achievable, 2) feel more realistic, 3) ensure accountability, and 4) be easier to digest, interpret, understand and operationalise.

The plan consists of six strategic objectives:

- Stabilising our core
- Securing our future
- Building on our success
- Providing opportunities for our people
- Value adding to the work that we do
- Aiming high and maximising our performance

**Each year, the plan has a specific focus, and is supported by initiatives and key performance indicators that drive performance.**

	<h2>Year 1 : Work smarter</h2>	<p>Recognise the pinch points within the organisation and address them.</p>	
	<h2>Year 2: Mobilise</h2>	<p>Create a solid foundation from which to rollout new opportunities and/or ventures.</p>	
	<h2>Year 3: Operationalise</h2>	<p>Take action, with a focus on high performance, diversification and growth.</p>	

# OUR 2022–25 STRATEGIC PLAN AT A **GLANCE**

## Strategic goals and objectives overview

IMPACT is an organisation dedicated to making a positive difference. Our strategic focus is centred around stabilising our core business, securing our future, building on our success, providing opportunities for our people, adding value to our work, and aiming high to maximise

performance.

With a keen eye on identifying gaps and expanding revenue streams, we strive for stability and growth. By overcoming barriers and blockers, supporting our team, leveraging data and knowledge, and promoting transparency, we aim to achieve sustainable success while making a meaningful impact.

Stabilising our core:	IMPACT recognises the need to focus on its core business, seeking to identify gaps within current service models and programs, and ramping up opportunities to expand and diversify revenue streams
Securing our future:	IMPACT recognises the risks and opportunities associated with managing revenue streams of differing certainties, as well as managing opportunities for further growth through innovation and philanthropy
Building on our success:	IMPACT needs to recognise the importance of taking a step back, and identifying key barriers and blockers preventing the organisation from moving forward
Providing opportunities for our people:	IMPACT needs to create awareness of the amazing opportunities it already offers to its team of people and identify the gaps where it can be supporting its people further
Value adding to the work that we do:	IMPACT needs to acknowledge the role of data and information/knowledge management, using data to identify early warning signs in addition to ensuring accountability and ongoing relevance
Aiming high and maximising our performance:	IMPACT must remain transparent, creating and communicating expectations about what good performance looks like, and taking early action when performance is not being met

# 2022-2025 Strategic Plan

## FOCUS

Year 1 = Work smarter. Recognise the pinch points within the organisation and address them

### *Key objectives*

Stabilising our core	Securing our future	Building on our success	Providing opportunities for our people	Value adding to the work that we do	Aiming high and maximising our performance
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## INITIATIVES

<p>Selection of core projects with focus on assessing service model, financial viability, and future sustainability</p>	<p>Identify and invest in pilot projects to test, trial and assess potential to become part of IMPACT's core</p> <p>Develop framework to assess ongoing viability of programs</p>	<p>Embed and use consistent messaging</p> <p>Foster networks with industry specialists</p> <p>Grow IMPACT's presence within regional communities</p>	<p>Create innovative ways to attract and retain talent</p> <p>Create a learning culture that inspires innovation and supports IMPACT's vision of Improving Lives</p>	<p>Create internal partnerships within the business that deliver value and support growth and diversification</p>	<p>Create clear communication channels aligned to IMPACT's purpose, vision and target audiences</p>
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## YEAR 1 - KEY PERFORMANCE INDICATORS

<p>Financially viable</p> <p>Sustainable model</p> <p>Contract renewal/ Expansion of service</p> <p>Aligned to needs of industry and/or community</p>	<p>Strategic objectives are developed from the ground up</p> <p>Stakeholder value is understood</p> <p>IMPACT plans for conditions within its internal and external environment</p>	<p>Consistency in messaging is achieved across all IMPACT programs</p> <p>Alignment between programs, business, and industry needs</p>	<p>People understand how their role influences organisational outcomes</p> <p>People feel valued and are inspired by the work that they do</p> <p>IMPACT has a 'grow your own' process to develop its people</p> <p>Leadership opportunities are available to all staff</p> <p>IMPACT attracts and retains high performing staff who align to IMPACT's culture</p> <p>People value psychologically safe spaces that enable openness and opportunity for all</p>	<p>Improved visibility of performance for staff and the organisation</p>	<p>Programs and services reach and support most appropriate cohorts and target audiences</p>
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# 2022-2025 Strategic Plan

## FOCUS

Year 2 = Mobilise. Create a solid foundation from which to rollout new opportunities and/or ventures

### Key objectives

Stabilising our core	Securing our future	Building on our success	Providing opportunities for our people	Value adding to the work that we do	Aiming high and maximising our performance
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## INITIATIVES

<p>Mobilise key projects and commence testing to establish future financial viability</p> <p>Continue incubation and/or expansion of new projects</p>	<p>Identify opportunities to commercialise knowledge and experience</p> <p>Identify and develop viable business models that position IMPACT for future commercial opportunities (Independent of Government funding)</p>	<p>Tailor messaging to specific audiences</p> <p>Actively engaged with key stakeholders, consistently looking for ways to connect and understand their impact and influence</p> <p>Create, validate and test alternative models that sit outside of IMPACT's core programs</p> <p>Create compelling stories that are supported by impact measurement to demonstrate the value of IMPACT services</p> <p>Identify opportunities to acquire, partner and/or merge with suitable organisations/businesses</p>	<p>Understand the needs of our people and what inspires them to work for IMPACT</p> <p>Recognise and reward performance</p> <p>Recognise opportunities to acquire, share and value knowledge and experience</p> <p>Embed self-leadership practices within the entire workforce</p> <p>Identify activities and opportunities to consistently discuss and enhance staff understanding of the meaning of diversity and inclusion within the workplace</p>	<p>Grow the capability of our people through targeted learning opportunities</p> <p>Stretch our people by challenging them to explore, create, share, learn and think differently</p>	<p>Measure the change that is created through IMPACT's vision of Improving Lives</p> <p>Provide our people with learning opportunities and clear objectives that enable them to be successful in their role</p>
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## YEAR 2 KEY PERFORMANCE INDICATORS

<p>Financially viable</p> <p>Sustainable models</p> <p>Contract renewal/ Expansion of services</p> <p>Aligned to needs of industry and/or community</p> <p>Achieves ongoing diversification and growth</p> <p>IMPACT's brand is well recognised and highly regarded within Bundaberg community</p>	<p>Staff understand what we do verse what we don't/won't do</p> <p>Ideas are consistently shared and where relevant, converted into programs and/or opportunities</p> <p>Key stakeholder relationships are nurtured and aligned to current and future opportunities</p>	<p>ROI in marketing is effectively measured to determine future investment</p> <p>Door opener strategies are BAU activities</p> <p>Community recognition that IMPACT Improves Lives</p> <p>IMPACT has increased its portfolio of enterprises, programs and services</p> <p>IMPACT has increased its turnover in comparison to previous year</p> <p>IMPACT has improved accessibility for people to access its services</p>	<p>Workforce planning is embedded as a BAU activity</p> <p>Centralised systems, record and recognise staff knowledge and experience</p> <p>Staff make it happen, connecting and sharing in ways that benefit IMPACT, themselves, other staff, clients, other stakeholders</p> <p>Succession planning in place for all key roles</p> <p>IMPACT's organisational structure is fit for purpose</p> <p>IMPACT is recognised as an inclusive employer by the Diversity Council of Australia</p>	<p>Our people are supported to use new technology to value add to the work that they do</p> <p>People capability is aligned to required industry expectations and standards</p> <p>Resources and supports are in place for people to be successful in their role</p>	<p>IMPACT recognises and understands what good performance looks like</p> <p>Staff performance aligns to expectations</p>
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# 2022-2025 Strategic Plan

## FOCUS

Year 3 = Operationalise. Take action, with a focus on high performance, diversification and growth

### Key objectives

Stabilising our core	Securing our future	Building on our success	Providing opportunities for our people	Value adding to the work that we do	Aiming high and maximising our performance
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## INITIATIVES

<p>Enhance core projects and identify opportunities to scale and/or deliver in new geographic locations</p>	<p>Identify alternative FFS revenue streams</p> <p>Identify current and future land and infrastructure use for IMPACT HQ and Agnes Water Health Care sites</p>	<p>Establish a new revenue stream that becomes part of IMPACT's core business</p> <p>Replicate viable business models and embed within other regional communities</p>	<p>Staff identify, review and practice activities on their individual self-care plan</p> <p>Leaders Lab members recognise and deliver development opportunities that support staff health and wellbeing</p> <p>Embed activities and conversations that enable staff to learn and understand their WHS responsibilities</p>	<p>Our people actively seek out opportunities to trial new technologies that will add value to their role</p>	<p>Use of Multiple social media platforms to promote programs and services</p> <p>Staff are accountable for their contribution and role in Improving Lives</p>
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## YEAR 3 KEY PERFORMANCE INDICATORS

<p>All programs identified as being able to be financially viable, are financially viable</p> <p>Services are expanded into other geographic locations</p> <p>Needs of industry are being met by IMPACT programs and services</p> <p>Achieve diversification and growth of programs/enterprises and geographic locations</p> <p>IMPACT's brand is well recognised and highly regarded within communities outside of Bundaberg</p>	<p>IMPACT HQ and Health Service master-plans have been designed and approved</p> <p>New revenue streams created from FFS suite</p> <p>FFS opportunities are part of IMPACT's core suite of programs</p> <p>IMPACT's site/s are designed to accommodate future needs</p>	<p>Position and grow our presence within Queensland regions</p> <p>IMPACT has 'a seat at the table' being included in discussions with local members, Government, and peak bodies to inform key decisions and create necessary change</p> <p>IMPACT has grown and diversified its suite of services to include new services with the potential to be delivered in and outside of existing regions</p>	<p>Our people understand and implement what is required to create a safe, inclusive environment</p> <p>Self-leadership practice is adopted by every member of the IMPACT team to support physical and mental wellbeing</p> <p>Staff are accountable for their physical and mental wellbeing</p> <p>Staff model safe and engage in safe work practices</p>	<p>Recognise and reward our people and the impact they have on organisational performance</p> <p>There is an improvement in capability and effectiveness at all levels of the organisation</p>	<p>The impact of IMPACT's vision of <b>Improving Lives</b> is measured and shared with stakeholders</p> <p>IMPACT is recognised as a high-performing provider</p> <p>Stakeholders recognise IMPACT as a preferred partner</p> <p>IMPACT's brand awareness and engagements has increased year on year</p>
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