

Desert Blue Connect Corporate Strategy: 3 Horizons: 2023 – 2030+



Horizon 2: Substantial visible progress and building credibility

Horizon 1: Strong foundations

- Financial sustainability and revenue diversification (leverage core funding, diversify revenue options i.e. social impact investment, regional philanthropy)
- Enhance value proposition and prioritisation of core remit aligned to stakeholder requirements
- Reconfigure operating model fit-for-purpose operating model; agile, multi-disciplinary, specialised support services
- Quality, excellence and business improvement program – standardisation and simplification
- High performing and innovation culture
- Partnerships and collaborations
- Impact performance frameworks
- Contemporary governance model aligned to transformation agenda
- Advocate for women and families across the region including strong indigenous elder input

- Increase and expand funding base to support further investment, improvement and innovation activities
- Demonstrate increased social value and impact across broad ecosystem
- Participate and help to lead community-based research and sector collaboration for the cultural, economic, social and health benefits of women and families
- Benefits realisation of efficiencies and effectiveness especially through systems; process; services reform; and fit-for-purpose operating model
- Broad engagement and materiality frameworks to leverage cross-sector collaboration opportunities

Horizon 3: Gaining momentum and sustainable value

- Resilient and relevant organisation accessible, flexible and diverse in enabling and supporting the women, children and their families and community (broad ecosystem of community impacted by DV, health and social issues)
- Advocate for the enhancement and extension of priority areas including influencing policy positions and funding agendas
- Recognised as leaders in women's health and family services in the region – across the ecosystem, government, funders, key stakeholders and community
- Next growth horizon greater connectivity into growth and priority areas aligned to longitudinal research findings

Transformation agenda



Desert Blue Connect Corporate Strategy: Desert Blue Connect Strategic Plan: 2023 - 2027



Where are we going by when?

Strategic intent statements

Who We Are (our structure)

We are an independent, community-based not-for-profit specialising in women's health and wellness, and family and domestic violence services across the Mid West

Our Purpose (why we exist?)

To improve the health and wellbeing of women and families across the Mid West

Our Vision (what we aspire to?) Women and families in the Mid West are safe and can thrive in their community

Our Values (our deeply held beliefs)

- Respect We treat each other with respect regardless of status, gender, culture and ability.
- Integrity We do what is right, not what is expected.
- Courage We have strength and determination to challenge and initiate, educate and prevent.
- Passion We use our energy, passion, enthusiasm to drive our purpose and make a difference in our community.

Our Ambition 2030 (overarching goal)

By 2030, we are integral to achieving improvements in health and wellbeing for women and families across the Mid West.

This means:

- We are highly valued and trusted by women and families, government and partners in our region, supported by our collaborative approach to achieving shared goals.
- We adopt a strong women's focus including when delivering men's services across primary, secondary and tertiary services.
- We are inclusive and collaborative in our approach with indigenous communities in the Mid West region.
- We value regional, rural and remote communities in all that we do.
- We deliver quality, relevant and meaningful health and wellbeing services for women and families in inclusive, safe and comfortable environments.
- We build community awareness of the systemic challenges associated with domestic and family violence in our communities.
- We are financially sustainable and digitally-enabled.
- We are future-focused and proactive in addressing complex sector and societal challenges and priorities.

How are we going to get there?

Strategic themes and goals

Descriptors

Core Strategic Themes and Descriptors

Women-centric services and programs that positively impact health and wellbeing

- We are empathetic and responsive to women and families.
- We translate research and evidence into practical and pragmatic solutions. that are inclusive and safe, and within a welcoming environment.
- We provide connected, high quality services to help women, families and the broader Mid West community address its most pressing challenges.
- We prioritise the needs of the disadvantaged, vulnerable and at-risk.
- We ensure compliance with all relevant standards, accreditation and legislative requirements across all services and programs.

Providing platforms and collaborating to drive systemic change for women and families

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- We amplify the voices of women and families impacted by family and domestic violence.
- We deeply understand our stakeholder needs funders, partners, women, families and the broader community across the Mid West region.
- We work with the community services sector to build strong pathways for knowledge sharing and specialised services - to deliver shared outcomes.
- We contribute to building an evidence base to influence sector policy positions and take a lead role in advocating for what's needed in the region.
- We are inclusive and collaborate with local ACCOs and others.
- We empower women, families and men to determine their own future.

Enabling Strategic Themes and Descriptors

Agile, multidisciplinary teams

- We have a fit-for-purpose structure supported by a dynamic, engaged, agile and largely regional-led Board, Leadership and staff team.
- We prioritise the wellbeing of our staff and invest in their development.
- We embed specialised, multidisciplinary teams to support those in need.
- We have a strong track record of redirecting resources to shifting community priorities across the Mid West region.
- We make decisions on strong evidence and bring our stakeholders on the journey with us.

Professionalised organisation

- We are financially sustainable and have secured diverse revenue streams (donors, fundraising, bequests, corporate finance, etc).
- We are continuously seeking options to expand financial investment in transformation and innovation supporting our services and programs.
- We ensure systems and processes are standardised, simplified and digitised to support an agile and responsive service delivery model .
- We have a recognised and respected brand across the region.
- We have best fit governance and engagement models.



Corporate Strategy: Strategic Plan: 2023 - 2027

How are we going to get there?					
Strategic themes	Descriptors	Initiatives	Goals	KPIs	Metrics
Women-centric services and programs that positively impact health and wellbeing Providing platforms and collaborating to drive systemic	We are empathetic and responsive to women and families. We translate research and evidence into practical and pragmatic solutions. that are inclusive and safe, and within a welcoming environment. We provide connected, high quality services to help women, families and the broader Mid West community address its most pressing challenges. We prioritise the needs of the disadvantaged, vulnerable and atrisk. We ensure compliance with all relevant standards, accreditation and legislative requirements across all services and programs.	1. Contemporary services: Update and refine existing services models and ensure they reflect contemporary research translation and practice. 2. Grow services: Grow existing core women and family services; and secondary men's services/ funding (DOH, DOC, regional extension North WA). 3. Wellness Clinic: Ensure Wellness Clinic is operating effectively and explore opportunities for extension of services (e.g. explore options for outreach, alignment of RSS program). 4. Refuges: Explore options for new fit for purpose refuge in the region. Consider how to best utilise current refuge should new refuge be developed elsewhere.	Customer centricity Service efficiency Experiences Services growth Compliance New services or programs.	Service growth Enquiries Service requests Accreditation/ standards met Models of service/policies specifically reviewed	 Waitlist, Time on? Services per woman Turnaround on service requests Staff Utilisation. DNA improved? WWC accredited. Reviews/audits Outreach numbers
Providing platforms and collaborating to drive systemic change for women and families	We amplify the voices of women and families impacted by family and domestic violence. We deeply understand our stakeholder needs – funders, partners, women, families and the broader community across the Mid West region. We work with the community services sector to build strong pathways for knowledge sharing and specialised services - to deliver shared outcomes. We contribute to building an evidence base to influence sector policy positions and take a lead role in advocating for what's needed in the region. We are inclusive and collaborate with local ACCOs and others. We empower women, families and men to determine their own future.	1. Stakeholder engagement: Develop a Stakeholder Engagement plan that clearly identifies key stakeholders including ecosystem mapping across the region. 2. Indigenous partnerships: Extend existing and develop new relationships and partnerships with ACCOs and other organisations across the indigenous community. 3. Sector representation: Ensure appropriate representation across government, NFP and other organisations on Reference Groups, Network groups (metro and across the Mid West,). 4. Ensure high level systemic advocacy. 5. Social impact: Explore research and options in developing DBC Social Impact assessment framework including annual Social Impact Report (qualitative and quantitative data sets).	Customer centricity Partnerships Stakeholder representation Indigenous representation Able to show impact as well as activities. Sector profile CRE grown	Customer satisfaction Campaign readiness and effectiveness Indigenous partners/Staff Diverse/holistic suite of programs CRE Partner orgs.	 Stakeholder participation rates Indigenous engagement and partnerships Campaign specific measures (e.g. The Walk). Networking and presentation opportunities. Professional dev opportunities lead.
Agile, multi- disciplinary teams	We have a fit-for-purpose structure supported by a dynamic, engaged, agile and largely regional-led Board, Leadership and staff team. We prioritise the wellbeing of our staff and invest in their development. We embed specialised, multidisciplinary teams to support those in need. We have a strong track record of redirecting resources to shifting community priorities across the Mid West region. We make decisions on strong evidence and bring our stakeholders on the journey with us.	 Workforce: Develop plan to embed Leadership Team; address key skills gaps and capability development needs; Values and behaviours program: Develop and model organisational values program including development of behaviours and expectations. Growth and development capacity: Attract/ retain key capability to support CEO to grow existing/ new services and sector relationships/ partners; diversify revenue streams; analytical and business case development expertise. 	Enabling culture and values Workforce effectiveness	 Staff turnover Staff Development Engagement Succession and Leadership development Organogram 	 Staff leaving other than end of contract. PA's linked to Development Growth of high potential staff. Leadership structure enhanced and embedded.
Agile, multi-disciplinary teams Professionalised organisation	We are financially sustainable and have secured diverse revenue streams (donors, fundraising, bequests, corporate finance, etc). We are continuously seeking options to expand financial investment in transformation and innovation supporting our services and programs. We ensure systems and processes are standardised, simplified and digitised to support an agile and responsive service delivery model. We have a recognised and respected brand across the region.	1. Financial sustainability and diversification: Develop plan to grow existing revenue and diversify revenue streams; embed tight fiscal management controls; financial modelling and projections. 2. Brand proposition: Develop marketing plan and brand activities to increase visibility and value proposition across the region and with key partners. 3. Business improvement program: Invest in appropriate ICT systems and process improvement to support services growth. 4. Governance improvements: Develop plan to implement governance improvements: Committee structure: skills development.	 Revenue Growth Governance effectiveness System/ process effectiveness Board Effectiveness. 	 Income Streams enhanced System benefits realisation Innovation/ use of technology Board Skills Matrix, 	 Revenue/ service Wages as % of expenditure Surplus as % of income Technology in Admin and Services. Brand awareness