

# Phoenix Strategic Plan 2018-2022

## Our Purpose

Our core purpose is to make childhood safer and happier and to assist those that have survived childhood trauma to heal and recover.

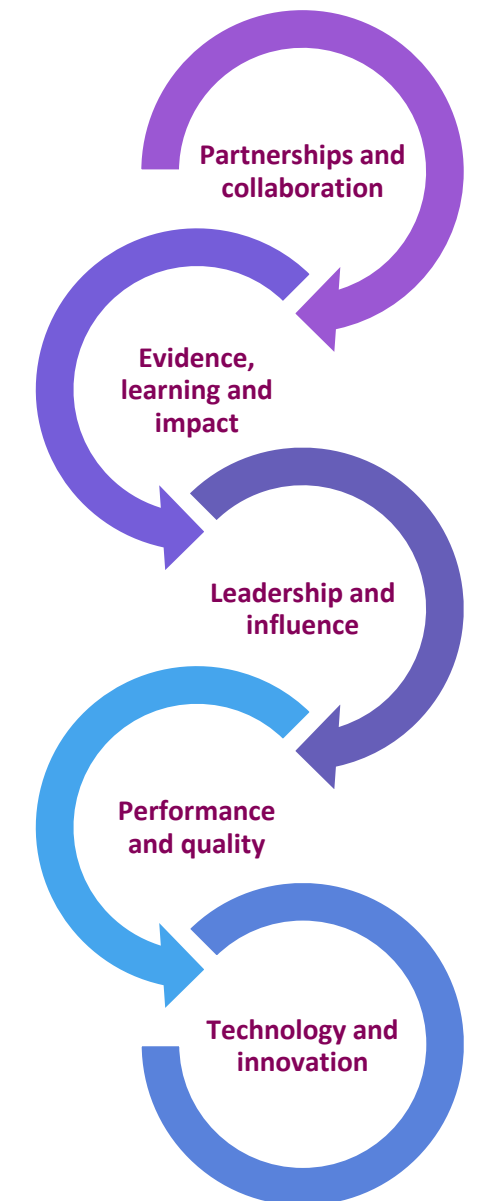


## Our Strategic Focus Areas and Objectives

| Theme & Outcome   | Capacity Building: Objectives and Strategies   | Capability Building: Objectives and Strategies   |
|---|--|--|
| <p><b>Leadership and Advocacy</b></p> <p>We are known leaders and a respected voice in working towards the prevention of child sexual abuse.</p>  | <p><b>1.1 Increase community and sector awareness about prevention of and responses to child sexual abuse and influence institutional and policy changes to support effective responses and prevention.</b></p> <ul style="list-style-type: none"> <li>Provide policy advice and submissions to government to inform policy and resource allocation</li> <li>Represent the needs of survivors of child sexual abuse on relevant committees and government appointed stakeholder groups</li> <li>Develop media releases and promotional campaigns</li> </ul> <p><b>1.2 Expand our reputation as experts in supporting clients and families, and community responses to child sexual abuse including prevention.</b></p> <ul style="list-style-type: none"> <li>Deliver presentations, papers and training that showcases our work, knowledge and skills</li> <li>Seek nominations for relevant community awards and recognition</li> <li>Participate in networking opportunities to build connections and profile</li> <li>Invite appropriate high-profile person to be an organisational Patron for Phoenix</li> </ul> | <p><b>1.3 Increase capability of clients, families and communities to respond to child sexual abuse through leading edge client centred practices and support models.</b></p> <ul style="list-style-type: none"> <li>Align models of practice with current evidence-based research and treatment trends</li> <li>Provide Executive Officer and staff access to leading edge training and professional development opportunities</li> <li>Trial new interventions and models of practice</li> <li>Deliver psycho-educational opportunities that empower and increase knowledge and foster skill development and protective factors</li> </ul>   |
| <p><b>Learning and Research</b></p> <p>We are innovators and influencers of thought leadership, research and best practice in the response to and prevention of child sexual abuse.</p> | <p><b>2.1 Increase contributions to, and utilisation of, leading contemporary research to inform practice and improve responses.</b></p> <ul style="list-style-type: none"> <li>Actively participate in trials of evidence and models published in the last 5 years</li> <li>Develop submissions to and partnerships with government, research institutions, peak bodies, conferences</li> </ul> <p><b>2.2 Grow sector and community capacity to respond to and prevent child sexual abuse through the development and delivery of world class learning opportunities and resources.</b></p> <ul style="list-style-type: none"> <li>Create training packages and resources for schools and support services</li> <li>Design and deliver professional development for practitioners to improve response to and prevention of child sexual abuse</li> </ul>  | <p><b>2.3 Expand our use of effective learning and evaluation processes to identify the impacts and outcomes of our work for our clients and the community.</b></p> <ul style="list-style-type: none"> <li>Engage with universities and other research bodies to secure interest in evaluating and measuring the social and economic benefits of the work we do</li> <li>Gather, analyse and synthesise data to support continuous improvement</li> <li>Develop and implement a review and evaluation framework to measure and communicate the value and impact of our services to new and potential stakeholders</li> <li>Apply the knowledge from the review and evaluation framework to inform current and future stakeholders</li> </ul> |

## Strategic Priorities

Priorities that underpin our work and development are:



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|--|--|---|
| <p><b>Strong Core</b></p> <p>We are an independent, well-resourced, provider of innovative and responsive support services and are valued by clients and the community for our ability to make a difference.</p> | <p><b>3.1 Ensure sustainability and capacity to expand impact through multiple diverse revenue sources.</b></p> <ul style="list-style-type: none"> <li>• Research and analyse potential funding models, cost structures and income streams</li> <li>• Analyse, Identify and confirm financial and growth targets for next 2-3 years</li> <li>• Resource Executive Officer to achieve identified goals and outcomes</li> <li>• Implement a clear financial reporting framework</li> </ul> <p><b>3.2 Continuously improve governance processes and practices to ensure accountability, transparency and sustainability.</b></p> <ul style="list-style-type: none"> <li>• Develop and implement clear policies, procedures and processes to ensure we are able to provide effective and relevant programs and services</li> <li>• Develop and implement a governance development framework</li> <li>• Conduct annual audit and review process of Board effectiveness in meeting identified criteria of good governance</li> </ul> | <p><b>3.3 Expand utilisation technology-based infrastructure and capability to improve communication, reach, access, learning and client support.</b></p> <ul style="list-style-type: none"> <li>• Identify effective and appropriate database for data collection and record keeping</li> <li>• Seek legal advice about risks associated with online delivery of services for clients discussing matters of a criminal nature</li> </ul> <p><b>3.4 Increase continuous improvement and development of therapies and interventions to ensure that they are relevant and make a difference.</b></p> <ul style="list-style-type: none"> <li>• Increase partnerships and collaborative care models</li> <li>• Seek support of high-profile Trauma Specialist as mentor and consultant</li> <li>• Develop systems and tools for reporting, collection and management of information.</li> </ul> |



## Headline Indicators

1. Secure funding beyond one-year funding extensions
2. Revenue source diversification
3. Maintain positive financial and cash position through efficient delivery of services
4. Increase program participation with quality feedback

## Our Values

- S** We are a service that focuses on **STRENGTHS** and **SAFETY**
- A** We are a service that is **ACCESSIBLE** and **AFFORDABLE**
- F** We are a **FRIENDLY** and **FEARLESS** service **FREE** and independent of any political or religious affiliations
- E** We are a service that **ENGAGES** with others and **ENCOURAGES** and strives for **EXCELLENCE** in all that we do
- R** We are a service that **RESPECTS** those we work alongside and applies **RIGOUR** to our practice