

# Micah Projects Strategic Plan 2022

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Breaking down silos.  
Creating sustainable change.

So individuals, families and children can be...

- At home and supported
- Accessing health and wellness
- Respected, equal and safe
- Safe and well together with family
- Working, learning, and participating
- Healing, resilient and accessing justice

# Strategic Priorities and Key Success Measures

**Key Success Measures** inform us of our progress toward achieving each strategic priority.



**Strategic Priorities 1–6** are focused on the people we support and the social impact we are constantly endeavouring to achieve

▶ **1. People are at home and supported**

*Part A – Homelessness*

- 1.1 The number and percentage of people presenting as homeless who are permanently housed.
- 1.2 The number and percentage of people we are working with, with tenancies at-risk, where we are successful in sustaining their housing.
- 1.3 The number of re-presentations of homelessness for the same reason.

*Part B – Supportive Housing*

- 1.4 The number and percentage of people supported in a supportive housing program who sustain their tenancy.
- 1.5 The number of support periods opened for people supported in a supportive housing program.

▶ **2. Women and children are respected, equal and safe**

- 2.1 The number of women who complete the Risk Assessment and Safety Plan and the percentage of total women supported who have a plan.

- 2.2 The number of children who participate in psycho-educational groups.

- 2.3 The number of participants in men’s programs who have not re-offended and the percentage of the total.

▶ **3. Families are safe and well together**

- 3.1 The number of women and children supported.
- 3.2 The percentage of births in the Mater hospital catchment under 24yo that we support.
- 3.3 The percentage of births in the Caboolture hospital catchment under 21yo that we support.

- 3.4 The number of parents who have demonstrated leadership that influences strategic and systemic change.

▶ **4. People have improved access to healthcare**

- 4.1 The number of occasions of access to healthcare at:
  - Inclusive Health Clinic (GP, complementary therapies)
  - Micah programs
- 4.2 The self-reported improvement in health of participants.

▶ **5. People are supported in their healing, resilience is affirmed and they have improved access to justice**

- 5.1 The number of people supported by Lotus across Queensland.
- 5.2 The number of people engaged in events for healing and justice and the number of events.
- 5.3 The number and type of justice-making activities accessed by participants.

▶ **6. People have access to work, learning and meaningful activity to enhance social and economic participation**

- 6.1 The number of individuals with greater community connections through the cafes.
- 6.2 The number of participants who access training and their satisfaction at exit.
- 6.3 The number of people employed in our social enterprise.
- 6.4 The number of people who attain employment post-training.
- 6.5 The number of people with increased income as a result of their creative activity.



**Left** A family moving into their new home, together. Photography: Katie Bennett

**Right** Collaboration at the Brisbane Domestic Violence Service. Photography: Katie Bennett.



## The Balanced Scorecard



**Strategic Priorities 7–10** are focused internally on the organisational systems, processes and infrastructure directly supporting our outward-facing teams. These strategies aim to maintain and improve our organisational capability: governance, risk management, performance management, people management, quality management, communication and physical resources.

**7. Lead and develop a culture and workforce that is collaborative and responsive to lived experience of the people we work with**

- 7.1 Participant satisfaction with our services.
- 7.2 Overall employee satisfaction.
- 7.3 Employee satisfaction of learning and development and \$/employee expenditure training and development

**8. Achieve financial sustainability and accountability**

- 8.1 Retain and extend grants through strong relationships and outcomes regardless of government.
- 8.2 Obtain additional funding to sustain social connections and therefore mitigate risks of having to reduce services (e.g. café)

**9. Enable high levels of quality, innovation and performance**

- 9.1 The number of times, and the frequency, that we collectively analyse available data for improvement.
- 9.2 The reliability and integrity of data to report our impact.






**10. Commit to environmental sustainability**

- 10.1 Our usage and cost of water and electricity.
- 10.2 Our quantity of waste.
- 10.3 Our quantity of recycling and composting.
- 10.4 Percentage of staff engaged in our sustainable environment program.

# The Challenge



## If we

-  listen
-  engage
-  understand
-  advocate
-  respond

## ...by

-  partnering
-  providing quality services to people experiencing disadvantage and isolation
-  collaborating to improve systems
-  advocating for change and inclusion

## PILLARS OF

**Trauma-informed and Housing First Lens**

*Empowerment, trust, safety, choice*

**Partnerships and collaboration**

# Theory of Change

**...this can result in**

individuals, children and families:

-  at home and supported
-  respected, equal and safe
-  healing, resilient and accessing justice
-  having improved access to healthcare and wellbeing
-  safe and well together with family
-  working and learning

**...and lead to**



improved quality of life for children, families and individuals accessing services

...contributing to  
**Our Vision**

for  
a safe,  
equitable,  
inclusive  
community

**Our Vision**

Our hope is to **create justice and respond to injustice** at the personal, social and structural levels in society, including government, church and business.

**Our Mission**

**To respond to people** who experience exclusion, poverty, injustice and social isolation so that they may experience inclusion, economic wellbeing, justice and connection within their community of choice.

**OF CHANGE**

**Value for lived experience**

*Listen to people we support, and adapt*

**Connection to community and culture**

MICAH PROJECTS



Breaking Social Isolation  
Building Community

# Our Values

## Respect

We respect the humanity and dignity of each person and we act with honesty and integrity.

## Choice

We work with people to enable them to make choices within their capacity, resources and community of choice.

We strive to be an employer of choice by providing a safe, supportive and innovative workplace and organisation.

## Rights

We are committed to the legal and human rights of all citizens and the industrial rights of employees.

## Equality

We are committed to overcoming prejudice, discrimination and disadvantage by promoting fair access to resources and opportunities.

## Participation

We actively seek the participation of individuals, families and our workforce in building a fair, just and inclusive community.

## Partnerships

We respect the distinct roles of governance and management and we embrace shared leadership within the organisation. We work with partners and stakeholders who share our commitment to social justice. This builds our capacity to create inclusive communities and fulfil our mission.

## Connection to community

We seek to build a supportive and safe community to break social isolation and create sustainable change.

## Diversity

We respect and value the broad range of life experience, skill, knowledge, wisdom, culture and potential that diversity brings to the community and to our organisation.

## Resilience

We acknowledge the prevalence of trauma in the lives of many and that adversity happens to all of us at any time across our life span.

We recognise the ability of the human spirit to recover from injustice, exclusion and harm by others, as we strive to live our vision of creating justice and responding to injustice.



## Guiding Principles

In responding to individuals, families, communities and institutions, we believe every adult and child has the right to:

**Access** to a broad range of personal, social, intellectual, economic and spiritual resources for personal and community wellbeing.

**Forums** to participate in decisions that impact on their lives at an individual, social and structural level.

**Opportunities** for processes that redress past and/or present experiences of neglect and abuse.

**Equity**, acknowledging the impact of age, gender, economic status, disability, sexual orientation, culture and religious belief.

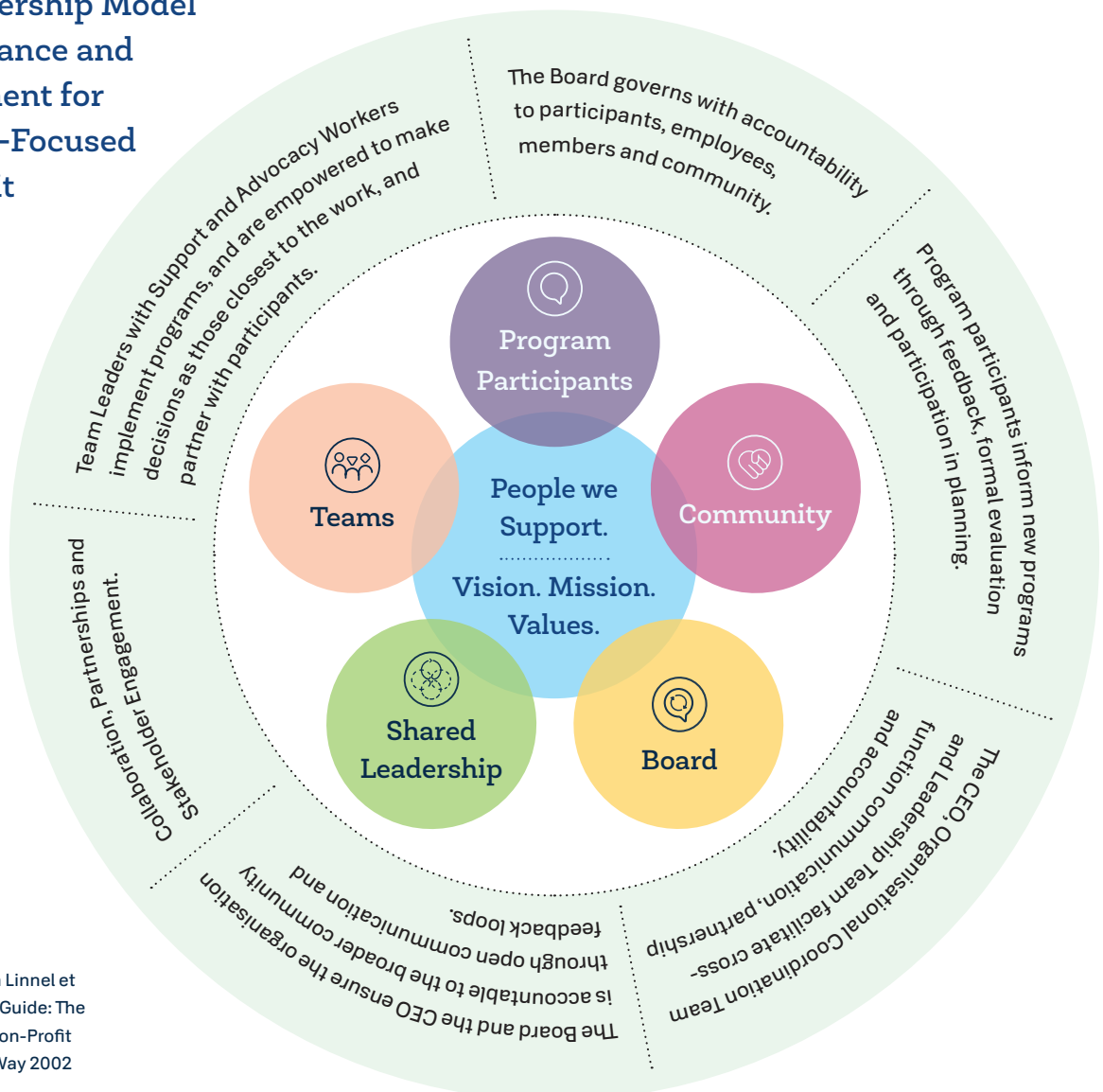
**Resources** to enable restoration of relationships with self, family, community, social and religious institutions.

# Shared Leadership

**The vision of shared leadership** is to create a collaborative organisational system that provides the opportunity for employees, the people we support and community members to participate in creating justice and responding to injustice in our community.

Collaborative and shared leadership promotes the leadership of all of us as we respond to poverty, exclusion, violence in relationships, home, community and workplaces, inequality and discrimination, social isolation and trauma across the lifespan of many citizens in our community. This is recognised as essential to creating new realities and solving complex personal, social, health and economic issues in our community.

## Our Partnership Model of Governance and Management for a Mission-Focused Non-Profit



Adopted from Deborah Linnel et al, Executive Directors Guide: The Guide for Successful Non-Profit Management, United Way 2002

Micah Projects endorses the United Nations Declaration of Human Rights.

We acknowledge the **Aboriginal and Torres Strait Islander peoples of Australia** as the traditional owners of this land and support the right of Indigenous people to self determination and cultural expression. We are committed to working in partnership to close the gap in the areas of health, housing and education.



## MICAH PROJECTS

Breaking Social Isolation  
Building Community

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Micah Projects certification numbers:  
ISO 9001:2015 QC 400009 | HSQS QC00008

Strategic Plan endorsed  
3 November, 2020

