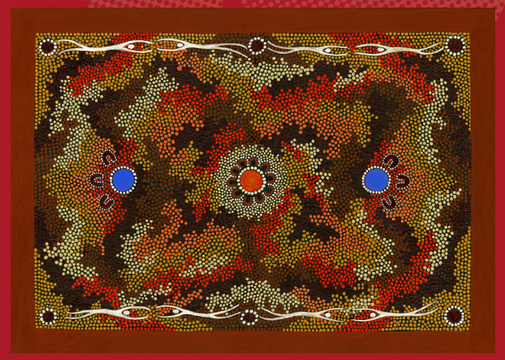
MICAH PROJECTS

Breaking Social Isolation
Building Community

2024

STRATEGIC ROADMAP



We acknowledge and pay respect to the traditional custodians of Meanjin (the Greater Brisbane area): the Turrbal people, the Jagera people, the Yugarapul people, and the Elders both past and present on whose land we walk, work, and live. We recognise that sovereignty of their land was never ceded.

At Micah Projects we champion and advocate for inclusion and acceptance of difference. Our belief is that diversity is our greatest strength and is fundamental to our character and identity. For almost 30 years, we have been working tirelessly to break down barriers that exclude people from accessing foundational human rights, resources and services. We are committed to taking opportunities to create justice and respond to end injustice.

As we move forward, we endorse the United Nations Declaration of Human Rights and work under the belief that, together, we can make a difference and create lasting change.

"Culture takes diverse forms across time and space. This diversity is embodied in the uniqueness and plurality of the identities of the groups and societies making up humankind. As a source of exchange, innovation, and creativity, cultural diversity is as necessary for humankind as biodiversity is for nature."

– *UNESCO's Universal Declaration on Cultural Diversity*

Micah Projects is not a faith-based organisation but acknowledges and respects the role of faith and spirituality in the lives of individuals, families, communities and our workforce.

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> We need innovation ecosystems directed towards addressing our most pressing challenges.
>
> – Challenge-led Innovation, Griffith Centre for Systems Innovation, Griffith University

Our Vision

To create justice and respond to injustice in the lives of individuals, women, children, and families – while promoting equality, inclusion and acceptance.

Our Purpose

We do this by providing responsive services; by promoting equity, equality, safety and inclusion; and by validating the importance of recovery, healing and justice for individuals, families and communities including the impact of present and intergenerational trauma and redress.

The Road Ahead

Our last strategic plan was themed "Breaking Down the Silos: Creating Sustainable Change".

In reviewing how teams were working and the issues that were coming up, there were clear themes across all clusters: ineffective systems, recovery, intergenerational poverty, trauma, and injustices.

In our work with Ingrid Burkett around the lessons from Brisbane Zero, the shift in language **from a plan to a roadmap** leaves more room for learning and improvement rather then set targets and performance alone.

For example, our vision to end homelessness will not be evident just by the numbers that reflect systems we do not have control over. Data can reflect the conditions that have enabled or prevented us reaching our goal. It is the narrative accompanying the data that highlights our learning, improvement, and outcomes.

Three Horizons Framework

To visualise a roadmap, the three horizons framework has been applied. It captures the reality of constant change rather than a fixed pathway that becomes disconnected from external changing environments.

Current Systems (Current state)

Innovation (What we want to work on)

Vision (Future state)

This framework captures the values that inform our work and motivation by including learning and innovation—rather than focusing only on performance outcomes. We acknowledge that lasting, systemic change cannot be achieve through the efforts of only one organisation. By regularly reflecting and adapting our evidence-based practices, we can create conditions to do more.

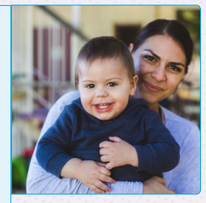
Our Services

The baseline for our roadmap is the clusters from which innovation and learning occur and have been the space that we work in and growing in line with past strategic directions—we have maintained any growth within the perimeters of these clusters.

Our Goals

In the next part of our journey, there are **four directional goals** we can focus on to continue towards breaking down silos and creating change that lasts.

Equity, Equality, Safety and Inclusion



Working with others, Micah Projects will promote equity, equality, safety and inclusion as critical pillars to creating solutions to homelessness, housing, domestic violence, health inequity, child protection, keeping families together and redress. We will advocate for all, regardless of individual circumstances and identity to access the resources, services and human rights that enable equality safety and inclusion in their life.

We are committed to working with First Nations participants, leaders, organisations and community to address over representation in poverty, correctional institutions, prisons, the separation of children from families, and inter-generational trauma. We support all people who are experiencing disproportionate disadvantages and trauma due to disability, mental health, substance use, and identity.

Being Responsive in Our Services

Micah Projects will continue to provide responsive, quality services in the community by managing our resources, supporting our workforce and partnering with government, philanthropy and community. We aim to grow our capacity to make a difference with participants of our services, their families and communities, always ensuring the inclusion of the most vulnerable. As a mainstream provider, we will work to provide services that do not discriminate based on age, gender, race and culture, behaviour, sexuality and identity, financial or social status. We will work in partnership with diverse leaders, organisations and community to break down barriers of exclusion and discrimination.

Healing, Recovery and Justice: Mind, Body and Spirit

Micah Projects is committed to learning and recognising the impact of trauma within the lives on our participants, ourselves in our workforce and the community.

We are committed to opening new pathways in resolving the impact of individual, intergenerational, collective and historical trauma and its legacy across a person's life course, and in communities and the systems that we operate within. We recognise that trauma and its causes are not simply a matter of each person's healing, but also require a collective and systemic approach to support healing.

Recovery requires all of us to create new pathways for healing, recovery and safety in relationships, families, communities, as well as within our systems of justice, care, services and foundational resources, such as income, housing, healthcare, employment, education and training.

Our response requires the combined focus on prevention while responding to current needs, redress and corrective action when abuse of power occurs.

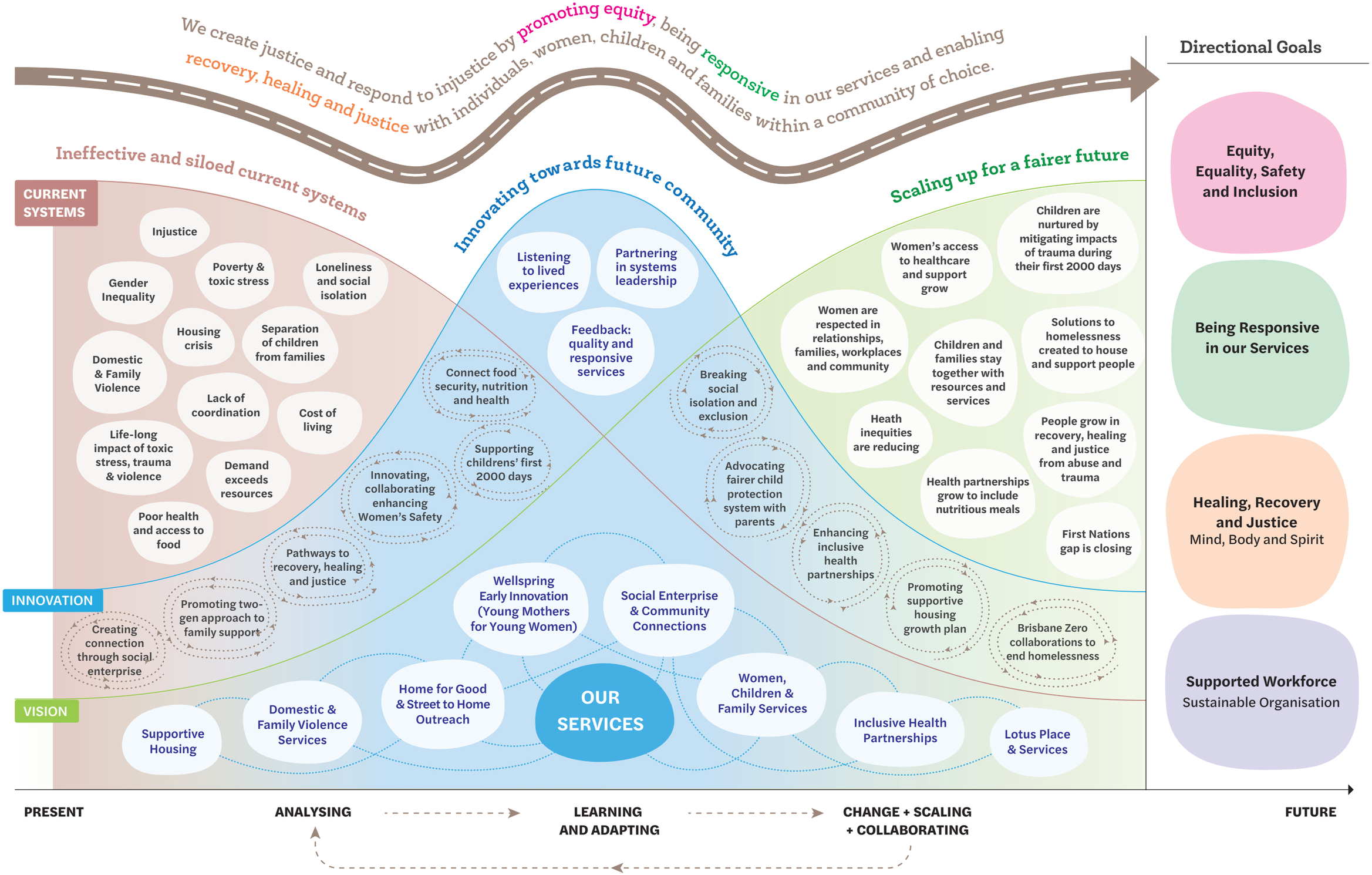
We cannot move forward without truth telling, listening, elevating voices of experience, and collective partnerships to create the change we seek together. The alternative is remaining stuck with complex social issues and accepting them as wicked problems without solutions.

Supported Workforce: Sustainable Organisation

Micah Projects is proud of the contribution our employees make in our community by responding to people seeking assistance, support, safety and inclusion. We are committed to supporting staff to undertake their roles, develop skills and contribute to the change. We do this by creating a supportive community, which also responds to the needs and challenges of our employees, their families and community.

Together, we continue our journey of shared leadership, recognising the leadership that each person brings to our organisation, as well as the structures and processes needed to be a sustainable and compliant organisation. We acknowledge and thank the community for their ongoing support and contributions to our vision and purpose.

Strategic Roadmap



Directional Goals

Equity, Equality, Safety and Inclusion

Being Responsive in our Services

Healing, Recovery and Justice
Mind, Body and Spirit

Supported Workforce
Sustainable Organisation

A Partnership Model

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

Social Impact Measures

Using the Three Horizons Model, we have set our intentions and directional goals, acknowledging that, as we plan for an uncertain future, we need to envision long-term possibilities and identify emerging trends that can shape our Strategic Roadmap.

As we address ineffective and siloed systems, innovate towards future community and scale up for a fairer future, we will need to balance the short and long-term needs, and look for ways to recognise impact and align our measures to our current, transitional and transformative intentions.

- The work we have done from trialling previous plans will enable us to cluster and measure impact across horizons.
- By reflecting on current contractual outcomes, we can consider how these social measures interact with our directional goals.

Theory of Change

CHALLENGES

- Homelessness
- Domestic and Family Violence
- Social Isolation
- Trauma/Violence
- Growing Inequality
- Injustice
- Gender Inequality
- Poverty
- Health Inequity
- System Ineffectiveness
- Rigid Systems
- Isolated/Inadequate Funding
- Fragility of Economy and Society
- Capacity
- Constraint

PRINCIPLES OF SHARED LEADERSHIP

Nourishment ⟷ Justice ⟷ Respect ⟷ Confidence ⟷ Accountability ⟷ Inquiry

OUR HOW

IF WE...	BY...
Understand the holistic needs of the participants	» Having a consistent approach to understanding needs, safety and risks for participants and staff » Actively engaging with participants to understand their needs
Bring the best of Micah Projects to respond to the needs of participants	» Collaborating and co-designing to get the right outcome for participants » Delivering teams-based and tailored approach to meeting the needs of participants, valuing their diversity
Foster Innovation and bring best practices to life	» Fostering a culture that challenges the norm » Understanding and leveraging the collective strength of Micah Projects and the specialist knowledge and skills of clusters and partners
Use evidence informed approaches	» Continually evaluating and monitoring our impact » Staying connected with the latest evidence on what works
Influence system change	» Advocating for a fairer and safer future with women, children, individuals and families » Fostering collaborative partnerships and community engagement

OUR IMPACT

THIS WILL RESULT IN...

SYSTEM LEADERSHIP
Influencing system change to achieve better outcomes for women, children, individuals and families

COLLABORATION FOR CHANGE
Creating positive outcomes through collaboration for key stakeholders of Micah Projects

DIGNITY & PURPOSE
Supporting participants to live and work with dignity, addressing inequality and discrimination across cultures, ages, genders, and LGBTQI+ experiences

CONNECTION
Creating meaningful social connections that are safer, respectful and supportive

SAFETY & HEALING
Participants feeling understood, safe and having opportunity for recovery and healing within our services and across systems

HEALTH
Ensuring participants have access to quality healthcare and wellness

PRIMARY NEEDS & ECONOMIC SECURITY
Responding to people's immediate and essential needs for safety, security and support whilst working towards longer-lasting solutions

HOUSING
Navigating, with participants, their housing options and support networks to sustain housing

AND LEAD TO...

"We create justice and respond to injustice by promoting equity, being responsive in our services, and enabling recovery, healing, and justice for individuals, women, children, and families within a community of choice"

- Karyn Walsh, CEO, Micah Projects

OUR PILLARS OF CHANGE

Working as one ⟷ Collaborative practices ⟷ Living our values ⟷ Participant voices heard ⟷ Evidence-informed practices ⟷ Participant-centred approach

Our Aligned Goals

Climate Action Pledge

We are committed to a healthy, equitable and climate-safe future for everyone in our community and organisation. We pledge to protect environmental resources, reduce greenhouse gas emissions and decrease vulnerability to the ecological and economic hazards of climate change.

This work supports our aim and vision by improving our financial stability, fostering resilience in the community and addressing the disparities spurred by the climate crisis.

United Nations Sustainable Development Goals

Micah Projects' goals are aligned with these goals, specifically: good health and wellbeing, reduced inequality, gender equality, no poverty, decent work and economic growth, sustainable cities and communities (including housing), and peace, justice and strong institutions.

sdgs.un.org/goals

Closing the Gap

Micah Projects commits to supporting the Path to Treaty and advocates for the reconciliation and healing process it presents. We will be an ally to all parties committed to the Path to Treaty.

Our vision is to work with Aboriginal and Torres Strait Islander People, community-led organisations and their leadership, participants of our services and activities. As a mainstream organisation, we are committed to addressing, racism and discrimination.

Micah Projects' Reconciliation Action Plans align with our Strategic Roadmap, vision and purpose.

closingthegap.gov.au/national-agreement/targets

Participant moving into their furnished new home.

Photography: Katie Bennett

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