



Strategic Plan
2021 – 2024
Supporting your future





Anchor acknowledges and respects the traditional custodians of the land we stand on, the Wurundjeri and Bunurong people past, present and emerging.

Equality Statement

Anchor welcomes all individuals, irrespective of sex, race, ethnicity, culture, language, religion, marital status, disability, sexuality, gender or age.

Supporting your future. Supporting your future. Supporting your future.

Anchor – Going from Strength to Strength



Message from the Board Chair and Chief Executive Officer

Anchor has been an integral part of Melbourne's east through 45 years of rapid growth and change. We have evolved along with the suburbs and communities we support. This strategic plan draws on that history and sets out a clear vision and purpose to guide us into the future.

At the heart of our work has always been an unwavering commitment to children, young people and families facing social and economic disadvantage. We are fortunate to have a talented Board and a highly skilled group of staff and carers to translate this into highly effective services and programs.

Our record of impact and collaboration has driven growth in the past few years and attracted a growing recognition from government, philanthropic funders and service partners. Today, we are known as an organisation that aims high and achieves results for our community.

Anchor's vision describes the society we are working towards, one where every child, young person and family can overcome disadvantage and achieve their full potential. Our purpose is to ensure they have the support they need to have a safe and stable home, to thrive and to achieve their goals in life.

Our theory of change articulates how we will achieve this aim. We will focus on quality and safety to improve outcomes for the people we support and to drive new partnerships. This will create new opportunities, increase our impact and enable sustainable growth. Our skilled staff and positive organisational culture will provide the foundation for this process.

Our five strategic priorities are:

1. **Sustainable growth and impact**
2. **Improved outcomes for people we support**
3. **Quality and safety**
4. **Credible voice and trusted partner**
5. **Organisational culture and capability**

These are underpinned by a framework of objectives, milestones, measures and a three-year timeline for delivery.

This strategic plan also identifies a number of opportunities for Anchor in the future that would see us further develop our service types and geographic reach in Melbourne's eastern and south-eastern growth corridors, areas facing high levels of social and economic disadvantage. We will pursue this alongside our ongoing service improvement agenda.

At its heart, this strategic plan is about people, actions and results. We never forget the children, young people and families we are here for and that it is our actions which will support them to overcome disadvantage and fulfil their life goals.

We look forward to working with you on this journey.

Phillip Campbell
Chairperson

Heidi Tucker
Chief Executive Officer



Strategic Plan 2021 – 2024

Vision

Every child, young person and family can overcome disadvantage and achieve their full potential.

Purpose

To ensure every child, young person and family experiencing disadvantage can obtain the support they need to have a safe and stable home, thrive and achieve their goals in life.

Our theory of change

We focus on **quality and safety** to **improve outcomes** for the people we support and drive **trusted partnerships**. This creates **new opportunities**, **increases our impact** and enables **sustainable growth** that is underpinned by **skilled staff** and a **positive organisational culture**.

Our Values

Excellence

We work to continuously improve services and outcomes through ongoing reflection, learning and innovation.

Diversity

We respect and value the people we support and our staff, carers and volunteers. This includes valuing their diversity and ensuring cultural safety at all times.

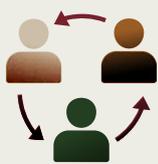
Empowerment

We strengthen the ability of the people we support to use their own resources to overcome disadvantage and achieve their goals.

Our Guiding Principles

Anchor believes that raising the expectations and aspirations of children, young people and their families is an important element of our work. We do this so our clients can be active participants in defining their future. We raise expectations by ensuring our clients have access to a secure and stable place to live, where a nurturing environment is encouraged and children and young people and their parents feel safe. We raise aspirations by fostering connections to community, education and life-long learning.

We are guided by three core principles that will help us achieve our vision:



Partnerships

We always look at the full picture of health, development and wellbeing in our work. Collaboration with government and community partners is critical to ensuring we can meet each person's individual needs and enable positive change in their lives.



Client voice

Each person we support is an expert in their own life and has valuable insights into policy and systems. We create space to listen and hear their voices and to be guided by their experiences to improve our practice and advocate for reform.



Evidence-based practice

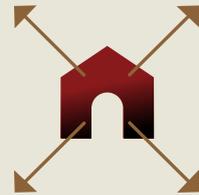
All of our services are guided by our practice framework, which ensures we deliver high quality services and the best possible outcomes for the people we support. This is informed by monitoring and evaluation, reflection and direct feedback from clients.



Strategic priorities and objectives

Strategic Priority 1

Sustainable growth and impact



Objectives

- Be a financially viable organisation that maximises its resources and assets for sustainability and growth
- Grow our impact through expanded services

How we will measure success

- Financial growth strategy that includes investments, services, fundraising and grants
- Funding is diversified with stable revenue generated from investments, fundraising and non-government sources
- IT Strategy that supports a growing number of staff to increase their effectiveness and efficiency
- Expanded Out-Of-Home Care and youth services to include Transition from Care, Kinship Care and Foyers



Strategic Priority 2

Improved outcomes for people we support



Objectives

- Develop an evidence informed approach to service delivery that enables us to better articulate and measure impact
- Ensure the voices of clients contributes to service delivery, design and evaluation

How we will measure success

- Outcomes are regularly monitored and evaluated to maintain best practice
- We have effective ways to seek and respond to client feedback and to use it to improve services





Strategic Priority 3

Quality and Safety



Objectives

- Ensure service excellence through high standards of governance and oversight
- Embed cultural awareness and safety for Aboriginal and Torres Strait Islander people across our organisation

How we will measure success

- High level safety and quality for clients is maintained through robust governance structures, the constitution, policies and Board committees
- Our Reconciliation Action Plan is operational by 2022, embedding respectful and culturally safe practices
- Our Quality Framework is defined to provide a systematic approach to continuous quality improvement



Strategic Priority 4

Credible voice and trusted partner



Objectives

- Raise our profile as a trusted and sought-after partner that delivers high quality services

How we will measure success

- We regularly contribute to the broader service system and work with others for system reform

Strategic Priority 5

Organisational culture and capability



Objectives

- Ensure staff are supported to perform their roles to the highest standard
- Ensure staff, carers and volunteers are engaged with high organisational satisfaction

How we will measure success

- Anchor is recognised as a preferred employer in out of home care, youth and homelessness services
- Engagement surveys performed annually show high and improving results



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