

2021 – 25

STRATEGIC PLAN

ROSEBERRY QLD

ADMIN@ROSEBERRY.ORG.AU | WWW.ROSEBERRY.ORG.AU



Roseberry ^{QLD}

Roseberry Qld has been supporting people of the Central Queensland community (and beyond) since its inception in 1986.

Starting with a youth shelter in Roseberry St, Gladstone, we have grown to a team of 70 staff, offer a broad array of services directed toward improving the lives of vulnerable people in our community.

Our **Roseberry Qld Service Model** takes a holistic approach focusing on developing and delivering services and programs that deliver on key factors that influence youth social development.

Our service model is focused on addressing all factors that impact on a young persons' ability to lead a healthy, vibrant, and productive life.





We pride ourselves on being **Community Led** – listening to the voice of our young people and our community; and being **Innovative** – responsive and creative in providing supports and services that enable people to lift themselves out of disadvantage and to lead strong, vibrant, and compassionate lives.

It is our intent to take the Roseberry Qld Service Model to other regional communities that are underserved or have escalating need.

This Strategic Plan sets out a clear path for our organisation to:

Protect – continue to provide services that positively contribute to a young person’s life through professional expertise & quality assurance delivered with compassion

Optimise – being responsive to emerging challenges through innovation, collaboration, and community partners

Grow – build our organisational reach through internal capacity building, new investment and new community partnerships

AND

Define the change we want to make in our community through our Impact Goals:

- > Young People have a voice and are heard
- > Young People are enabled to break out of the cycle of disadvantage and poverty
- > Young People are socially and emotionally well
- > Families are resilient, protective, and supported
- > People have a safe and sustainable place to live and grow

OUR STRATEGY

OUR VISION

A strong, vibrant and compassionate community

OUR PURPOSE

Our purpose is to empower community to enable the most vulnerable people to lift themselves out of disadvantage and to create safe, vital, and resilient lives for their families and community

OUR KEY SIGNATURE BEHAVIOURS

Too many children, young people and families are vulnerable both socially and economically. Through our programs we hope to promote and build community success by increasing positive outcomes for all.

We will work toward this by using and reflecting upon our Key Signature Behaviours:

- ***We Strengthen people's lives***
- ***We build effective relationships***
- ***We work and learn together***
- ***Our decisions support Roseberry's sustainable growth***





OUR OPERATIONAL STRATEGIES

Protect—Optimise—Grow

OUR IMPACT GOALS

Young People have a voice and are heard

Young People are enabled to break out of the cycle of disadvantage and poverty

Young People are socially and emotionally well

Families are resilient, protective, and supported

People have a safe and sustainable place to live and grow

Our organisation has the tools and resources to meet the future needs of our community

2021—25

DELIVERING ON OUR STRATEGY

2022-23 ACTIONS

- > Website revamp - targeted towards youth engagement and participation. E-newsletter to be focused on youth and client participation.
- > Expand community engagement program to workplaces, high schools, sporting clubs
- > Explore ways to capture and evaluate client feedback and wellbeing indicators
- > Increase social media/other engagement avenues to increase awareness, encourage buy-in and promote events and activities to get community and families involved
- > Increase client engagement with newsletters, social media and direct marketing
- > Embed RDIAC Action Plan and achievements to be celebrated
- > Youth forums to be expanded to collect and report on youth views on current issues
- > Actively fundraise or funding sourcing to support sustainable in-house training and educational offerings
- > Active networking and involvement in collaborative projects aimed at improving service offering, access and referral pathways
- > Increase participation across multi-sector events and facilitate continuous monitoring of changing community needs/service gaps
- > Fundraising and Donor events to be increased to encourage community participation in RQ and giving programs to connect community
- > Develop fundraising kits and resources to encourage participation, fundraising and advocacy from all sectors (YP, Families, Key institutions, corporates and communities)

2021—25

DELIVERING ON OUR STRATEGY

2022-23 ACTIONS

> increase connectivity and referral pathways between existing RQ programs

n- > Fundraising events to focus on brokerage funding/supports funding to support YP into work and school

> Maintain audit standards through all aspects of RQ

or > Increase training to build capacity to deliver new programs and offerings using a fee for service model

i- > Ongoing development of Staff Capability Framework, and in-house supervision and mentoring program'

t > Continued focus on obtaining Vocational focused program funding to expand pathways for YP

r- > Implementation of Social Enterprise Business Plan with focus on enterprise that value-adds to existing programs.

on > Locking in funding specific to delivery in-house developed programs

> Explore options for delivering YFS programs to greater region (Biloela, Agnes Water, Boyne Valley & Tannum) include evaluation of community demand

**Young People
are socially and
emotionally
well**

Protect

Young people can access effective early intervention supports, connections for vocational development

"At Risk" young people are supported to access intensive intervention and supports

Optimise

Young people develop socially constructive relationships/social connectedness through collaboration with service partners

Clinical governance framework and practice manual is reviewed and audited annually

Young people learn protective behaviours & emotional resilience through in-house developed programs

Grow

Co-design integrated and innovative ways to provide more effective holistic care to disadvantaged young people

Design the RQ Service Model and expand reach to wider geographical area.

Expand RQ offering to incorporate Under 12 yr program and service offering



DELIVERING ON OUR STRATEGY

Families are resilient, protective and supported

Protect

Parents are connected with social, emotional and vocational supports and opportunities

Human Services Quality Framework Certification is retained with annual review and external audit process

Families can access support to develop protective factors, emotional resilience and social networks

Optimise

Families are connected to supportive social & community networks

Families are connected to clinical, medical and professional supports

Grow

"At risk" families have a safe place to recover and rehabilitate

Parents can access educational and emotional supports to improve parenting skills

Men have access to supports and services to assist with parenting skills and protective factors

Families have access to affordable, safe and supported housing



2021—25

DELIVERING ON OUR STRATEGY

2022-23 ACTIONS

- a- > Explore options to provide more affordable housing to YP and vulnerable cohort
- b- > Develop tenancy support model that meets needs for vulnerable tenants and embed in standard practice
 - > Annual review of tenancy feedback and monthly review of all complaints
- c- > Continuation and expansion of ALP, TIL and emotional capacity building programs
- d- > Good2give workplace giving is targeted for ongoing donation to support dignity hubs
- e > Explore avenues to increasing connection with external services and improve support for those accessing homelessness services
 - > Tap into investment opportunity to expand portfolio of houses across continuum
- f > Growth of social housing allocation from DHW & options explored for private/equity investment in solutions
 - > Increase fundraising to build and manage homelessness hubs
- g > Implementation of Shelteristic Concept in identified regions
- h > Explore opportunity based on need and service model option

2021—25

DELIVERING ON OUR STRATEGY

All RQ Strategies are endorsed to provide governance framework

Develop Maintenance Social Enterprise Model: Implement to improve response times and cost effectiveness of asset maintenance

All staff to have access to relevant and quality professional development, peer to peer mentoring and clinical supervision

Workforce Development Plan to be reviewed annually to include career progression pathways, mandatory and pd training; and self- care plans (wellbeing)

Provide for traineeships to develop early entry pool of experienced workers

All sectors to undertake annual internal audit and accreditation process (HSQF, CHDE, Child & Youth Risk Management, Crisis accommodation, hmif, WHS)

All sections to receive team budgets and expenditure

Improve inter-team dynamic, communication tools and information/referral pathways

Improve website and social media to increase awareness of service offering

Ensure investment is made into core governance, financial and administration functions to ensure capacity is built to grow with organisation

Explore capital raising opportunities to develop asset resources

Implement social enterprise ideas that add value to services

Contact Us

ROSEBERRY QLD GLADSTONE

21 Dawson Road Gladstone Qld 4680

Ph: 07 4972 0047 Fax: 07 4972 0917

HEADSPACE GLADSTONE

Level 1 147 Goonoon Street Gladstone Qld
4680

Ph: 07 4903 1921 Fax: 07 4803 9100

Email: info@headspacegladstone.com.au

ROSEBERRY HOUSE YOUTH SHELTER (16—25 YEARS)

GLADSTONE

20 Rollo Street Gladstone Qld 4680

Ph: 07 4972 5383 Fax: 07 4972 0850

ROSEBERRY QLD ROCKHAMPTON

55 Denham Street Rockhampton Qld 4700

Ph: 07 4923 7700

HEADSPACE ROCKHAMPTON

155 Alma Street Rockhampton Qld 4700

Ph: 07 4911 6040 Fax: 07 4911 6049

Email: headspacerocky@rosberry.org.au

JACK'S HOUSE YOUTH SHELTER (16—19 YEARS) ROCKHAMPTON

122 Kent Street Rockhampton Qld 4700

Ph: 07 4922 2453 Fax: 07 4922 2054



Roseberry Qld acknowledge the Traditional Custodians of the lands on which we work. We pay our respect to Elders past and present and to emerging community leaders. Our commitment is underpinned by our Reconciliation Action Plan. Roseberry Qld believes that everyone has a part to play in our organisation and our communities. We believe that diversity makes us stronger, more relatable to our clients and a better organisation. Roseberry Qld believes that our motto “A strong, vibrant, compassionate community” can only be achieved by embracing diversity and inclusion to the fullest extent. Roseberry Qld will strive for equality, freedom and fairness and for the elimination of discrimination.