



Palmerston

**STRATEGIC FRAMEWORK 2015 / 18**

Improving your wellbeing

# Responding To The Changing Environment

**Palmerston Association has served the Western Australian community for close to 40 years, supporting individuals and families with drug and alcohol issues. On this foundation, Palmerston has built a strong reputation for professional non-judgemental service for its clients whether in a residential or community based setting.**

Palmerston aims to be a value driven, high performing, and adaptive organisation, striving for excellence in service, and the best outcomes for the Western Australian community.

These aspirations are embedded in this strategic framework. During the development of the Palmerston strategic framework for 2015 – 2018, staff and consumers were invited to comment on our progress and we took account of the broad macro issues in the economy and the community services sector. Our new framework reflects a deeper appreciation of the environment and clients' needs within that environment rather than a seismic shift in thinking. This is particularly evident in our efforts to be a culturally competent organisation.

We have been fortunate to learn new ways of relating to the local Nyoongar community under the guidance of local Nyoongar Elders. Our strategic framework commits to continuing this learning and listening.

Our vision and purpose have been reframed to reflect the changing landscape and to promote a dynamic Palmerston. Our values of compassion, acceptance, respect and excellence are still very appropriate and have been affirmed in the new strategy.

The five key strategic objectives which emerge from the environmental analysis reflect the contemporary landscape in which not for profit organisations operate – one characterised by a shift towards greater competition, regulation, individualised control of funds, improvements in culturally secure practice and cultural competence.

A dynamic and changing environment demands timely and flexible responses. For this very reason this strategic plan was reviewed and updated in 2016.

Our strategic framework provides the Board and staff with a strong, clear direction, which is practical and realistic. It offers a way to manage current opportunities, harness future opportunities for sustainability and growth and create viable options for the long term.

# Our Vision

To be the leading and most trusted service improving the lives of people affected by alcohol and other drugs.

## Our Objectives

- Position Palmerston as the leading and most trusted service
- Strengthen our organisational culture
- Improve our culturally secure services
- Adapt our service options to new and challenging environments
- Grow our organisational capacity



## Our Purpose

To prevent and reduce the harmful effects of alcohol and other drugs on people, families and community by offering tailored responses to their desired goals.

## Our Values

Compassion  
Acceptance  
Respect  
Excellence in Service

# Strategic Objectives

## 1. Position Palmerston as the leading and most trusted service

### KEY ACTIONS

- Operate on the principle that our consumers' needs are paramount
- Demonstrate professional service based on organisational culture
- Develop and implement a communication strategy, including brand and social media opportunities
- Excel in high levels of governance
- Set benchmarking standards for performance and service delivery

### KEY MEASUREMENTS OF ACHIEVEMENT

- Consumers recognise Palmerston as a leading and trusted alcohol and other drugs (AOD) organisation
- Community organisations value our services
- Funders and other key stakeholders recognise Palmerston as a reputable service
- Social media is used more effectively
- Palmerston's brand and communication optimises promotion of the organisation
- Accreditation is maintained

## 2. Strengthen our organisational culture

### KEY ACTIONS

- Promote our values driven culture, recognising the importance of cultural security and competence and encouraging in a learning environment
- Provide training that is directed at improving service delivery emphasising partnerships, care planning and consumer engagement
- Build on our success in promoting organisational unity
- Continue to develop a culture of excellence

### KEY MEASUREMENTS OF ACHIEVEMENT

- Our values are understood and embedded in organisational activity and behaviour
- Quality benchmarks are established, measured and exceeded
- Training is linked to the strategic framework, service delivery outcomes and benchmarks
- Staff are more connected to Palmerston, as measured in staff surveys

## 3. Improve our culturally secure services

### KEY ACTIONS

- Develop and implement a reconciliation action plan (RAP), which respects the history, culture, beliefs and diversity of Aboriginal peoples
- Increase diversity in staffing
- Develop partnerships with key Aboriginal stakeholders
- Consult with Aboriginal consumers and communities
- Build relationships with local Aboriginal Elders

### KEY MEASUREMENTS OF ACHIEVEMENT

- RAP targets are achieved
- Relationships with local Elders are developed and sustained
- Strategies are in place to improve prevention and harm reduction, in line with "Strong Spirit Strong Mind"
- Aboriginal consumers report feeling welcomed and supported
- Aboriginal staff report feeling supported

## 4. Adapt our service options to new and challenging environments

### KEY ACTIONS

- Improve our consumer engagement processes
- Develop robust prevention and community education programs, including working with local Culturally and Linguistically Diverse (CALD) communities
- Champion peer support
- Create a dynamic 'continuing care' program
- Sustain our co-occurring mental health and AOD responses
- Improve our service responses to CALD consumers and communities
- Position Palmerston to respond appropriately to a model of person centred funding
- Monitor strategic environmental change

### KEY MEASUREMENTS OF ACHIEVEMENT

- Demonstrated evidence of consumer engagement such as focus groups and consumer reference groups
- Consumers with co-occurring issues are welcomed and supported
- Readiness to operate in a person centred funding framework
- Staff employed in a peer worker role feel engaged and supported
- Consumers have access to a range of supports after formal programs have ceased
- Responses to strategic changes are timely and appropriate

## 5. Grow our organisational capacity

### KEY ACTIONS

- Operate on the principle that our consumers' needs are paramount
- Pursue new opportunities for development
- Review service outputs to improve our efficiency and value for money
- Be open to partnerships, that align with organisational values
- Build and maintain staff capacity
- Improve our cultural competence and responsiveness to clients from CALD backgrounds
- Build and maintain financial security

### KEY MEASUREMENTS OF ACHIEVEMENT

- Reports are timely and approved by funders
- Independent audits are unqualified
- Staff turnover reduces
- Critical talent is kept
- New opportunities are identified
- Relationships are built with multicultural organisations
- Strong and value adding partnerships are established and supported
- Success in renewing existing funding
- Success in securing new revenue streams
- Cost base is understood and optimised



# Palmerston

[palmerston.org.au](http://palmerston.org.au)

We acknowledge Aboriginal people as the traditional custodians of this land upon which we walk together. We recognise that Palmerston services are located on Nyoongar country.