



**A Light to the Future:
*Toc H Australia's Strategic
Plan 2010-2015***

January 2010

Vision

There is unanimously agreement that Toc H Australia's long standing Vision Statement is highly relevant to its contemporary focus on working with youth to build a better world. This will guide the Movement into the future. Thus the strategic Vision is:

"Toc H will build better communities by reaching out to all in friendship and service, confronting prejudice and practising Christian values"

Mission

In pursuit of its Vision, Toc H Australia is committed to:

- upholding Christian values acknowledging the spiritual nature of all people;
- advancing universal friendship, seeking to lessen prejudices and recognising the needs of others;
- providing a range of community services from youth development through to elderly care and with the aim of building a better world;
- fairmindedness and the pursuit of improved understanding and reduced conflict between people and communities;
- social inclusion and equality; and
- networking domestically and internationally with Toc H world-wide.

Key Strategic Issues

This Plan addresses a number of priority strategic initiatives of national scale and significance as opposed to key issues of a lower order which are addressed by regional and branch level plans. The key strategic issues addresses by this Plan include:

- Toc H Australia as a 21st century movement
- Toc Hs Australia core role, functions and activity foci
- Membership issues
- Funding
- Promotion of Toc H in the Australian Community
- Role of Chaplains
- Strategic Alliances and Partnerships

Strategic Intent

The strategic intent comprises a series of policies for each key area of activity relevant to the key issues. It has been developed to cover the next five years of Toc H operations at the national level and take the Movement up to its centenary in 2015. The strategic intent framework summarises these policies along with details of their assigned priority for implementation, their specific key result areas (KRAs) – ie appropriate Indicators and targets, as well as the implementation measures required to achieve the strategic intent. The Framework and its policies have been developed in accordance with an agreed set of guiding principles (see Appendix A).

The implementation of the Strategic Plan will involve the monitoring, evaluation and review of the strategic intent policies. These commitments, along with responsibilities for implementation, are outlined in the right-hand column of the Framework.

The Way Forward

The strategic planning process that has led to this Plan has demonstrated that change is essential. Importantly, it has established that Toc H Australia is at a crossroads in its evolution and that now is the time for action to ensure that Toc H Australia is reinvented as a modern Twenty-first century organisation and movement. This Plan has been designed to guide the Movement through these essential changes. Whilst it has been a long and fully participatory process to arrive at this agreed Strategic Plan, it is only the beginning of the process - the hard work must start now and be guided by the provisions of this Strategy.

This Plan can ensure that Toc H's Christian values and foundational elements are preserved so that this tried and tested Movement can continue to make a positive difference to people's lives well into the future of our country.

The group of committed and dedicated Toc H members who take up these challenges and take the Movement forward in the spirit of our well tried Vision will have the full support of the Australian Council and its Regional and Branch organisations. These are exciting times which the Australian Council invites all Toc H members to be a part of in shaping these changes towards our common future.

Useful References

1. Discussion Paper: Lighting a Path to the Future: *Towards a Strategic Plan for Toc H Australia*, January 2008
2. Report: *What You Said* - Summary of Submissions to Discussion Paper, July 2008
3. The Toc H Signpost: *A handbook for Toc H Australia* (March 2004)
4. Altschwager, L, (1985) *The First Sixty Years: A History of Toc H in Australia from 1925 to 1985*, Lutheran Publishing House, Adelaide.
5. Introducing Toc H: *People caring for people*, brochure
6. Toc H Australia Inc *Constitution*, 20 January 1997 (amdt 27 April 2000)
7. Reorganisation of the Structure of Toc H in Australia: Proposal for Agreement in Principle at Area AGM's, dated 17/11/2008

Strategic Intent Framework

Key Issue	Strategic Intent (Policies for key areas of activity)	Priority	KRAs (Indicators and targets)	Implementation measure/s
Toc H Australia as a 21 st century movement	The Australian Council will facilitate a national reorganisation with the aim of developing Toc H Australia as a “smart organisation” capable of completing its mission within the context of the evolving twenty-first century Australian society	H	<ul style="list-style-type: none"> major elements of national reorganisation completed in twelve months address the gender balance of the Australian Council 	Responsibility assigned to national Director supported by Regional Directors
	The Australian Council will develop a program to modernize its operations and procedures whilst ensuring that its foundational elements and values are safeguarded	M	<ul style="list-style-type: none"> implement policy and procedures to support the reorganised structure (including accounting procedures) report to Australian Council mid 2010 	Responsibility assigned to national Director supported by Austex
	Toc H Australia will trial a non traditional ‘virtual’ group model to establish its relevance for future operations	M	<ul style="list-style-type: none"> enhance existing South Australian camp leaders facebook initiative establish 2010 YLC participant’s facebook initiative establish a forum on the national website to support future ‘virtual’ group operations report on trial to 2011 Australian Council AGM 	Australian Council to appoint a trials officer and resource the initiative
	Toc H Australia will facilitate a ‘project team/event based’ model of operations to complement existing operations	M	<ul style="list-style-type: none"> report on trial to next AGM of Australian Council in 2011 	
	The Australian Council will prioritise the development of a national infrastructure program to support its priority enhancement initiatives	H	<ul style="list-style-type: none"> Completion of new interactive national web site in 2010 Other national level infrastructure requirements identified explore potential international Toc H web links 	Web Master appointed to implement this initiative
Toc Hs Australia core role, functions	Australian Council will clarify the nature and purpose of Toc H Australia	H	<ul style="list-style-type: none"> Concise statement in contemporary language developed that defines the nature and purpose of Toc H 	Austex to oversee implementation of these initiatives during 2010

Key Issue	Strategic Intent (Policies for key areas of activity)	Priority	KRAs (Indicators and targets)	Implementation measure/s
and activity foci			<ul style="list-style-type: none"> Key Toc H foundational statements modernised and translated into contemporary language relevant to today's and future society reflect on and publicise the Toc H Ethos and values that set it apart from other movements 	
	Australian Council, in association with regions, will clarify its priority core functions and activities for support and resourcing	H	<ul style="list-style-type: none"> Priority list of core functions and activities capable of support and resourcing in the short and medium term In the long term, a services coordinator appointed to monitor and establish contact with current community needs 	
Membership issues	Australian Council will move immediately to address the organisation's declining and ageing membership.	H	<ul style="list-style-type: none"> Audit of existing membership capacity completed during first half of 2010 Growth in overall core (paid-up) membership (25% per year) Growth in project team membership Balanced membership in term of age and gender 	<p>Australian Council to appoint a Membership Officer to liaise with regional membership officers. monitor and report on membership initiatives</p> <p>Austex tasked to revise membership categories</p>
	Australian Council will redefine its membership categories consistent with its adopted future organisational structure and engagement model	M	<ul style="list-style-type: none"> Revised membership categories agreed 	
	Australian Council will develop data bases of potential members and stakeholders	M	<ul style="list-style-type: none"> alumni of graduates from its leadership courses established during 2010 past members data base completed during 2010 	
	Australian Council will horizontally recruit for identified new key national positions	H	<ul style="list-style-type: none"> all new key national positions filled within 12 months 	
Funding	Australian Council will develop a new fund raising strategy and program	H	<ul style="list-style-type: none"> fund raising campaign instigated within the year (including investigation of potential sponsorship consistent with Toc H ethos) fund raising targets aligned to directly 	Australian Council to appoint a Development and Fundraising Officer to coordinate, oversee and report on this initiative

Key Issue	Strategic Intent (Policies for key areas of activity)	Priority	KRAs (Indicators and targets)	Implementation measure/s
			support agreed priority initiatives	(paid/part paid appointment)
Promotion of Toc H in the Australian Community	The Australian Council will develop a communication strategy to advance the values of Toc H and improve its national profile	H	<ul style="list-style-type: none"> new interactive national web site launched to support the communication strategy One national level and two state level media acknowledgements of Toc H in 2010 National Calendar of Events developed and maintained Development of a series of Toc H Fact Sheets to promote achievements and success and placed on web site during 2010 Develop a job description and recruit a media person by mid 2010 	<p>Australian Council to appoint a national Communications and Media Liaison Officer to coordinate, monitor and report on implementation and achievements annually</p> <p>Austex tasked to oversee appointment of Communications and Media Liaison Officer</p>
	The Australian Council will develop a strategy to advance the values of Toc H	L	<ul style="list-style-type: none"> wide dissemination through web site, publicity and publications 	
Role of Chaplains	The Australian Council to redefine the role of Toc H Chaplains within its future organisational structure and activities	M	<ul style="list-style-type: none"> Agreement on a redefined contemporary role for Toc H Chaplains 	National Chaplain to oversee this initiative and report back to Australian Council on progress
Strategic Alliances and Partnerships	Australian Council, in association with regions, will explore opportunities for the development of strategic alliances and partnerships with other service providers and stakeholders to pursue its program of activities	M	<ul style="list-style-type: none"> National, state and regional/local level alliances and partnerships agreed to at Australian Council AGM 2011 	<p>National and Regional Directors to coordinate and oversee this initiative</p> <p>Report back to Australian Council in 12 months</p>

KRA = key result area

Priority: L = low M = medium H = high

Principles for a Way Ahead

The development of the Strategic Plan and its strategic intent framework has embraced a number of fundamental principles which are crucial to the Movement, as they form its 'raison d' être', underlie its core values system and distinguish its key attributes and features. Other foundation principles were derived from the fundamental principles of the strategic planning field. These combined principles included:

Provide a Vision and Certainty: the principal outcomes of the strategic planning process has been designed to provide the Toc H Australia membership with a vision for the future and certainty that can give them confidence that the Movement has relevance and a role in an Australian society of the future. In this sense, the Strategic Plan must be realistic and capable of being implemented.

Retain the Strengths of the Movement's Historical Foundations: it is an absolute and irrefutable requirement that the Strategic Plan be build on solid foundations. To this end, it is imperative to retain the strengths of Toc H's historical foundations. It is also essential for the Strategic Plan to reflect the Movement's historical foundations in innovative ways that take it forward into its future.

Consistently uphold Toc H values: the way forward will inevitably bring into questions the values that should underpin the Movement, especially as part of its strategic future. However, whilst the Strategic Plan is a new initiative, Toc H is not a new organisation. Hence, its tried and tested value system which underpins all facets of the Movement and its activities must be consistently reinforced and upheld. Again, Strategic Plan endeavours to articulate innovative ways in which these Toc H values are incorporated into its future directions and strategies.

Consolidate endeavours: to ensure that future initiatives can be fully supported by the available resources and members, it will be essential for the Movement to consolidate its endeavours and focus on the opportunities presented by its strengths.

Build on Past Success: this principle has two dimensions, viz:

1. apply the lessons of past successful initiatives (domestically and internationally); and
2. enhance and/or recommitment to past successful initiatives that demonstrate relevance for the future.

Respect the Principal of Subsidiarity: this principle acknowledges that to achieve sustainable outcomes, there should be a maximum transfer of power down the bureaucratic hierarchy. This principle also upholds the primacy of local decision making. The Strategic Plan attempts to provide the overarching contextual framework to guide the application of this principle.

Maximise the Consultative Process: this has been a crucial component in the process to finalise the Strategic Plan. It has sought to gain the full support of the Toc H Australia membership as well as canvass their full range of ideas and experiences.

Ensure Equitable Representation: the ongoing strategic planning process should maintain equitable representation for all Toc H Australia members and stakeholders.