



2023 Strategic Plan

Soft hearts
Sharp minds
Hard feet
Open hands



Our vision

‘Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can.’

Our mission

Continuing the work of Jesus Christ in Word and deed

Our values

Christlike servanthood
Unfailing integrity
Courageous commitment



“ We are called to be a movement of people characterised by our soft hearts, sharp minds, hard feet and open hands.



CEO and Superintendent's message

‘Mission’ isn’t something we do. It’s a revolution we participate in. It’s a privilege we share across our rich diversity – fuelled and fired by a deep sense of purpose that unites us all.

The challenges we see across Australian society call us to respond – whether to help end homelessness and to provide secure housing, to address the impact of gambling on individuals and families or the deepening effects of social isolation, poor mental health and suicide – to name just a few.

A passion to see real change is present at every level of our organisation, in all aspects of our work and ministry. As Wesley Mission’s new leader, it has been my privilege to connect with many of you and listen to what is important in each of your communities.

Our Wesley Mission ‘why’ – our vision – is to do all the good we can because every life matters.

Our Wesley Mission ‘how’ – our mission that pursues our vision – is to continue the work of Jesus Christ in Word and deed.

And, for the next two years at least, our ‘what’ – our strategic direction in living out our mission and vision – will be to continue to:

- extend our impact
- grow a healthy organisation.

Our two-year plan will set solid foundations for future years – serving those most in need and achieving sustainable growth while we continue to invest in our people, systems and processes. We will establish and measure the impact of our work and the difference we make while strengthening our regional presence and our sector, service and ministry partnerships.

The 2023 Strategic Plan aims to convey a clear call for each person – whether you are a member of staff, a volunteer, from our congregations, a donor or supporter, or the broader community. There is a place for each of us to make a meaningful difference, and it will take all of us coming together to do it.

We are called to be a movement of people characterised by our soft hearts, sharp minds, hard feet and open hands. It’s a privilege to join you in our mission.

Rev Stu Cameron
CEO and Superintendent

Doing all the good we can

Our 2023 Strategic Plan seeks to address the following significant social issues in a changing environment.

- Government funding impacts in the areas of mental health and suicide prevention, out-of-home care, domestic violence and housing.
- Greater focus on measuring and reporting client outcomes, to demonstrate meaningful change and impact.
- Increasing requirement for aged care and disability services to maintain quality and regulatory standards.
- Continued need for innovative housing solutions and sector partnerships, to meaningfully shift the dial on homelessness.
- Increasing expectations in the areas of care flexibility, technology and maintaining a quality workforce.
- Social responsibility for climate and environmental change, modern slavery, Indigenous reconciliation and diversity and inclusion.
- Ability for organisations like Wesley Mission to focus and execute strategy, particularly in times of uncertainty and change.
- Demonstrating resilience and continuing to adapt and respond to a post-COVID-19 environment.

2023 Strategic Plan



Extending our impact

- 01 Influence and impact**
We've evaluated the net impact of three major lines of business.
- 02 Targeted growth**
Five major lines of business are each helping 10 per cent more people in need.
- 03 Strengthened regional presence**
We're helping 10 per cent more people in need through our regional activities.

Soft hearts
Sharp minds
Hard feet
Open hands



Growing a healthy organisation

- 04 Healthy and safe workplace**
We exceed industry staff engagement, retention and wellbeing metrics.
- 05 Sustainable and scalable**
We achieve a \$2.3 million net financial improvement in 2022/23.
- 06 Risk informed decisions**
We're achieving our goals while remaining within risk appetite.



In two years' time,
this is what I'd love
to tell people about
Wesley Mission...

“ ... that my light was not
extinguished; that my passion
was not lost; that the Word
matched the deeds; that
teams replaced 'silos'; that the
world was a better place.

“ ... that Wesley Mission has
earned its reputation as a
caring, honest, accountable
and professional
organisation.

“ ... that we are a church in action
blending Word and deed in a
way that our congregations
and community services are
increasingly indistinguishable.



Anonymous staff quotes
from the 2021 Strategic
Planning Forums.



Extending our impact

Over the next two years, we seek to extend our influence and impact, invest in targeted growth opportunities and strengthen our regional presence.

We'll also work closely with our First Nations communities and staff to develop a Reconciliation Action Plan.

01 Influence and impact

We've evaluated the net impact of three major lines of business.

Business plan actions:

- impactful advocacy on housing, gambling reform and mental health, along with a Reconciliation Action Plan
- research, measure and report client outcomes for our major lines of business.

02 Targeted growth

Five major lines of business are each helping 10 per cent more people in need.

Business plan actions:

- invest in growth opportunities, including for those most in need, and which are anchored by a sustainable existing service model
- pioneer the development of two holistic missional communities.

03 Strengthened regional presence

We're helping 10 per cent more people in need through our regional activities.

Business plan actions:

- strengthen our regional activities, support structures and leadership capability
- create new service, sector and church partnerships, and expand our digital and media presence.



Growing a healthy organisation

Over the next two years we seek to grow a healthy organisation.

Our priorities include a healthy and safe workplace, sustainable and scalable operations and risk informed decision making.

04 Healthy and safe workplace

We exceed industry staff engagement, retention and wellbeing metrics.

Business plan actions:

- engage, connect, celebrate and invest in developing our people
- improve staff wellbeing and safety.

05 Sustainable and scalable

We achieve a \$2.3 million net financial improvement in 2022/23.

Business plan actions:

- integrated end-to-end support for our major lines of business to operate at or above industry benchmarks
- targeted investment in properties, streamlining processes, systems and generating untied revenue.

06 Risk informed decisions

We're achieving our goals while remaining within risk appetite.

Business plan actions:

- effective governance structures and processes to support risk management
- risk information is consistently collected, and risk appetite is used in decision-making.

**In two years' time,
this is what I'd love
to tell people about
Wesley Mission...**

**“ ... that Wesley Mission
has grown in holistically
restoring and renewing
people in need, in unity and
in the power of Jesus.**

**“ ... that Wesley Mission
is culturally safe for our
First Nations people to
be supported by and
working for.**

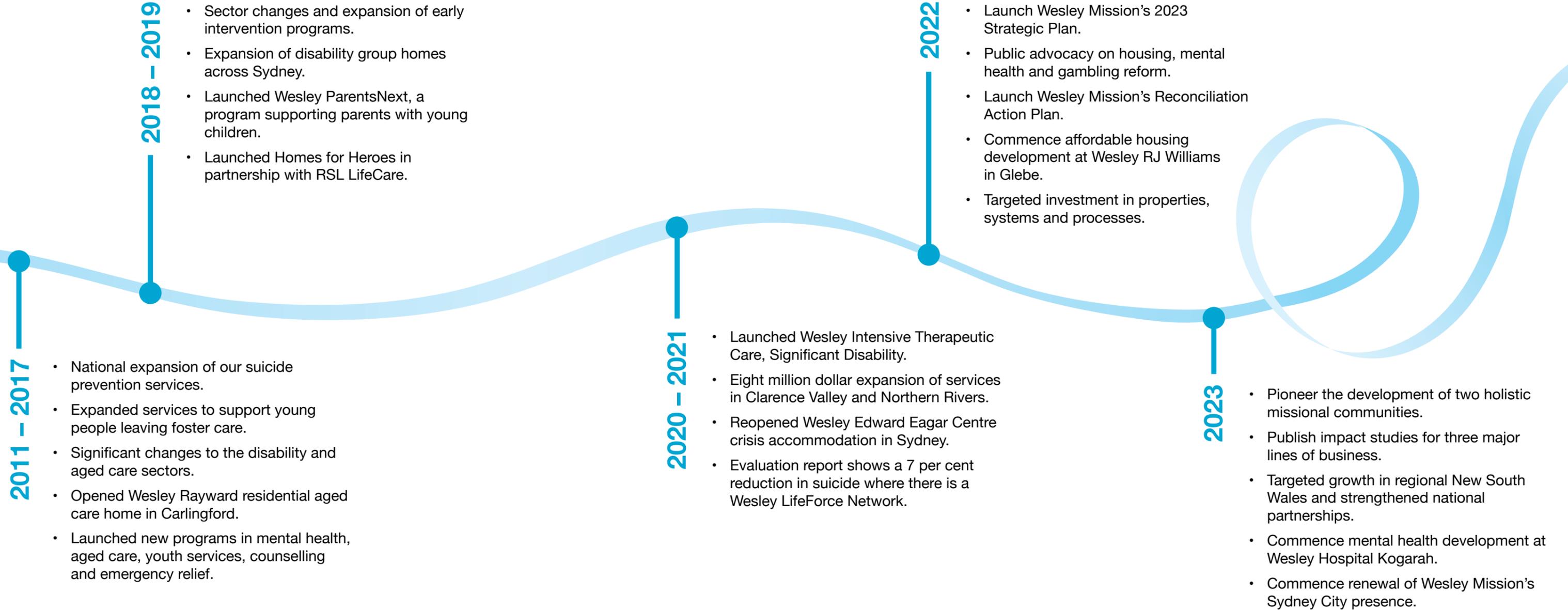
**“ ... that we are the healthiest,
happiest people – helping more
people, in more ways than we
ever thought possible!**

**“ ... that it is not only a great
place to work, but the work
we do makes a difference in
the community.**

*Anonymous staff quotes
from the 2021 Strategic
Planning Forums.*

Continuing the work of Jesus Christ in Word and deed

In 2021, we welcomed our new CEO and Superintendent, Rev Stu Cameron. Together, with our staff and volunteers, church congregations, donors and partners, we'll extend our impact and grow a healthy organisation.



Word and deed

“We love, because he first loved us.”

1 John 4:19

Wesley Mission is a church in action. Our congregational life and community services are a unique and intertwined expression of lived-out Good News. Shaped by the unconditional love of Jesus Christ, we seek to meet people where they are with holistic care that meets their material, physical, emotional, social and spiritual needs. Jesus valued, respected, honoured, included, served, and embraced people of other faiths and people of no faith. As an unabashedly Jesus-centred organisation, so do we.

As a Wesley Mission staff member, volunteer, or congregation member you're part of an amazing story that stretches back for generations and is still being written. We work together to love and serve people in our communities today in a way that will keep making a positive impact for generations to come.

We can't undertake the work we do without partners: Governments, churches, donors, supporters, our volunteers and the communities we serve among.

Our unique shape — a broad range of social services with a core of diverse congregations — positions us as both a leadership catalyst and a generous resource for our partners. A key direction of our 2023 Strategic Plan will be to strengthen that position by growing the vital connection between our community services and our congregational life.

Through our Word and deed ministries, we'll humbly and audaciously speak truth to power, advocating with, and on behalf of, those we serve. Our advocacy will honour and amplify the voices of our clients and residents, their families, and their communities. With courageous commitment, unfailing integrity and Christlike servanthood, we'll work to extend Wesley Mission's long heritage of prophetic advocacy.

In all of this we share the privilege of Continuing the work of Jesus Christ in Word and deed.



Wesley Mission supports more than 160,000 people from more than 140 locations across New South Wales and Australia.



Get involved

To volunteer, donate or leave a gift in your Will
visit wesleymission.org.au

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ABN 42 164 655 145 Wesley Mission is a part of the Uniting Church in Australia.

Do all the good you can because every life matters