



ROCC for Women

Strategic Implementation Plan

2026–2029

DRAFT FOR BOARD DISCUSSION

Dignity • Choice • Connection • Opportunity

Purpose of this document

This implementation plan sits beneath ROCC's one-page Strategic Plan 2026–2029. It translates the four strategic priorities into practical actions, measures, evidence, responsibilities and timeframes, while retaining the useful operational detail contained in ROCC's original draft plan.

Targets should be reviewed annually against funding agreements, service demand, workforce capacity and Board-approved budgets. Position titles are used rather than individual staff names so that accountabilities remain current when personnel change.

Priority 1 — Women at the Centre

Objective: Provide client-led, effective services that support women's safety, stability, wellbeing and self-determination.

Key actions	Measures / targets	Evidence / verification	Lead	Timing
Provide supported, collaborative, intensive and holistic case management to eligible women.	Support 98 women per year, subject to the DCJ KPI/funding agreement; monitor engagement, housing outcomes, AOD support and justice-system outcomes.	Case notes; intake data; annual reports; Board reports; funder reports; relevant housing data.	Manager & Caseworkers	Annual to Jun 2029
Participate in targeted outreach, including Southern Cross Housing tenancy days and other suitable outreach opportunities.	Target 6 tenancy/outreach days per year; monitor unique engagements, follow-up contacts, referrals and repeat engagement.	Attendance sheets; case notes; feedback/compliments register; referral data.	Manager & Caseworkers	Annual
Conduct an annual client survey and use findings to shape group and workshop content.	Annual client feedback process completed and results considered in service planning.	Survey responses; team meeting records; Board reports.	Manager	Annual
Design and deliver client-informed groups, workshops and special-interest activities.	3 group sessions per term where demand and resources support delivery; monitor attendance, engagement and participant outcomes.	Attendance sheets; evaluation forms; participant feedback; referrals; case notes.	Manager, Caseworkers & Peer Support Worker	Quarterly / annual
Build and maintain relationships with relevant services and interagencies.	Track referrals to and from ROCC, collaborative activities, interagency participation and service coordination.	Intake/referral data; team and interagency minutes; annual report; Board reports.	Manager & Staff	Ongoing

Key assumptions / risks: Women may disengage, reoffend or return to AOD use; referral volumes may fluctuate; workforce capacity may constrain service reach; outreach or groups may not reach the intended audience. Client choice and engagement remain central assumptions.

Priority 2 – A Stronger Voice for Women

Objective: Identify and respond to systemic barriers affecting women supported by ROCC.

Key actions	Measures / targets	Evidence / verification	Lead	Timing
Identify systemic issues arising through casework, client experience, interagency participation and Board oversight.	Identify up to one priority systemic issue each year, where appropriate; document evidence and impact on women.	Team meeting minutes; Board reports; client feedback; position papers; annual report.	Manager, Caseworkers & Board	From Dec 2026
Develop ROCC positions on priority issues.	Prepare concise position papers, submissions or briefing material where there is a clear strategic purpose; original draft proposed up to 1 position paper.	Position papers; submissions; Board minutes; annual report.	Manager & Board	From Jun 2027
Participate in relevant local and statewide advocacy, consultations, campaigns and peak-body activity.	Maintain engagement with relevant peak bodies and sector forums; record contributions to consultations, inquiries and campaigns.	Meeting records; submissions; annual report; government/peak-body publications.	Manager & Board	Ongoing to Jun 2029
Use partnerships and service evidence to raise barriers affecting safe, long-term housing and broader wellbeing.	Evidence of issues escalated to relevant stakeholders and collaborative advocacy undertaken where appropriate.	Board reports; correspondence; partnership records; annual report.	Manager & Board	Ongoing

Key assumptions / risks: Advocacy activity must be balanced with direct-service capacity. Consensus on organisational positions may take time, and external campaigns or peak-body positions may not always align with ROCC's position.

Priority 3 — A Strong and Sustainable ROCC

Objective: Maintain a capable, well-governed, collaborative and financially sustainable organisation.

Key actions	Measures / targets	Evidence / verification	Lead	Timing
Invest in staff development, supervision, team building and wellbeing.	Maintain regular operational supervision and external supervision; monitor staff satisfaction in team meetings and supervision, retention, development and workload.	Supervision records; performance appraisals; team meeting minutes; workforce data.	Manager & Board	Ongoing
Maintain effective communication, delegation and decision-making arrangements.	Staff report role clarity and appropriate decision-making authority; issues are identified and escalated early.	Supervision records; team meeting minutes; performance appraisals.	Manager	Ongoing
Identify and pursue strategic partnerships and formal working relationships.	Original draft target: 2 relevant strategic partnerships; track MOUs, shared initiatives and referral improvements.	MOUs; case/referral data; Board reports; annual reports.	Manager & Board	Annual
Maintain an organisational structure that is fit for purpose.	Review role clarity, workload, service continuity and workforce sustainability following the 2026 restructure.	Position descriptions; workforce data; appraisals; Board and team records.	Board & Manager	Annual review
Strengthen Board composition and capability through a skills-based approach.	Maintain and review Board skills/experience matrix; address priority skill gaps through recruitment, induction and development.	Board skills matrix; Board minutes; induction/training records.	Board	Annual
Develop and maintain a practical governance framework and annual governance calendar.	Governance calendar reviewed at Board meetings; key compliance, financial, policy and reporting obligations completed on time.	Governance calendar; Board minutes; compliance records; annual report.	Board & Manager	By Dec 2027, then ongoing
Maintain financial sustainability and funding compliance.	Monitor budget performance, indexation, workforce costs, funding conditions and opportunities for additional grants/partnership funding.	Monthly financial reports; budget; audit; funding reports; risk register.	Board & Manager	Monthly / quarterly

Embed culturally safe and inclusive practice, including progression of reconciliation commitments.	Progress agreed RAP and culturally responsive actions; monitor relevant staff/Board development and service improvements.	RAP records; policies; accreditation evidence; Board/manager reports.	Manager & Board	Ongoing
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Key assumptions / risks: Key risks include funding/indexation mismatch, workforce cost pressure, skill gaps, loss of staff confidence, poor implementation of change, governance burden crowding out strategic discussion, and partnerships that do not align with ROCC values.

Priority 4 — Quality, Learning and Impact

Objective: Use client voice, evidence, accreditation and continuous improvement to understand and strengthen ROCC's impact.

Key actions	Measures / targets	Evidence / verification	Lead	Timing
Implement a regular client satisfaction and feedback process.	Client feedback collected at least annually; themes and actions reported to management and Board.	Survey results; feedback register; Board reports; service-improvement actions.	Manager	Annual
Strengthen outcome measurement across case management, outreach and group programs.	Agree a small set of meaningful outcome indicators and report trends consistently.	Case management data; attendance/evaluation records; annual and funder reports.	Manager	2026–27 then ongoing
Maintain ASES accreditation and continuous-improvement systems.	Complete accreditation requirements and track improvement actions to closure.	ASES evidence; accreditation records; improvement register; policies.	Manager & Staff	Ongoing
Use service data and evidence in planning and Board decision-making.	Strategic and operational reports include relevant client, service, waiting-list and outcome data.	Manager reports; Board papers; annual report.	Manager	Each Board cycle
Communicate ROCC's impact to funders, partners and the community.	Annual report and funding reports clearly describe activity, outcomes, client voice and organisational progress.	Annual report; funder reports; website/public communications.	Manager & Board	Annual / as required

Key assumptions / risks: Measures need to be proportionate to ROCC's size and funding obligations. Data collection should support service improvement rather than create unnecessary administrative burden, and client privacy/confidentiality must be maintained.

Board monitoring dashboard – proposed

What the Board monitors	Example indicators	Frequency	Status
Women and service outcomes	Clients supported; waiting list; housing outcomes; engagement; referrals; client feedback	Each Board cycle	RAG
Advocacy and partnerships	Priority systemic issues; submissions/consultations; partnerships/MOUs; referral pathway improvements	Quarterly	RAG
People and organisation	Workforce capacity; supervision/appraisals; vacancies; staff development; key organisational risks	Quarterly	RAG
Governance and finance	Budget variance; funding/indexation; audit/compliance; governance calendar; risk register	Each Board cycle	RAG
Quality and impact	ASES actions; survey themes; program evaluations; continuous-improvement actions	Quarterly	RAG

Source: Re-structured from ROCC Strategic Plan Progression 2026–2029 and the August 2026 Board Pack. This document supports the one-page ROCC Strategic Plan 2026–2029. Priority 4, the Board monitoring dashboard and some review frequencies remain proposed additions for Board consideration.