

## QAHC Strategic Plan 2009-2011: Progress Report July 2010

| Strategies from Strategic Plan   | Actions/Milestones 2009   |                                      |   | Actions/Milestones 2010   |              |                 | Progress   |
|--|---|--------------------------------------|---|---|--------------|-----------------|--|
| <b>1. Expanding and Delivering Quality Services</b>  |   |                                      |   |   |              |                 |  |
| <b>1.1 Expansion of Services Areas</b>   |   |                                      |   |   |              |                 |  |
|  | <i>What</i>   | <i>Who</i>                           | <i>When</i>                                 | <i>What</i>   | <i>Who</i>   | <i>When</i>     |  |
| 1.1.1 Develop innovative ways of delivering services into rural and remote areas.  | <ul style="list-style-type: none"> <li>Hold workshop at face-to-face to generate ideas.</li> <li>Investigate best and/or innovative practice.</li> <li>Develop proposals.</li> </ul>  | GN<br><br>GN<br>GN                   | April<br><br>May - Oct<br>Dec               | <ul style="list-style-type: none"> <li>Pilot &amp; evaluate proposals.</li> </ul>   | GN           | All yr          | Partial Progress. Workshop held. Specific proposals yet to be developed.   |
| 1.1.2 Actively utilise and promote the use of technologies that will enhance QAHC's ability to deliver innovative, timely and relevant programs to individual communities. | <ul style="list-style-type: none"> <li>Provide instructions to staff on use of QAHC Facebook page.</li> <li>Expand sexual health outreach to Manhunt.</li> <li>Investigate web 2.0 options.</li> <li>Investigate options and costs for videoconferencing from QAHC offices.</li> <li>Agree &amp; implement web 2.0 strategies.</li> </ul> | MF<br><br>DW<br>SS<br>JT<br><br>Lead | May<br><br>July →<br>May<br>June<br><br>Dec | <ul style="list-style-type: none"> <li>Evaluation web 2.0 strategies.</li> </ul>  | Lead         | June            | Partial Progress. Facebook page in use by some staff. Videoconferencing quote received \$15,000. Several staff attended web 2.0 conferences. Discussing realignment of current webmaster position (half day workshop at HPOs meeting). |
| 1.1.3 Develop counselling and client assessment, referral and coordination services.   | <ul style="list-style-type: none"> <li>Investigate D&amp;A counselling outreach at QAHC office/s.</li> <li>Expand relationships counselling by RA to Cairns.</li> <li>Develop LGBT advocacy &amp; referral project proposal.</li> <li>Identify &amp; secure</li> </ul>  | DW<br><br>DW<br>PM<br>JR             | July →<br><br>July →<br>July →<br>Aug       | <ul style="list-style-type: none"> <li>Implement A&amp;R project.</li> <li>Investigate other counselling outreach (e.g. victim support).</li> </ul> | PM<br><br>DW | Feb<br><br>June | Partial Progress. D&A counselling starting in Brisbane. Relationships counselling offered in Cairns & Sunshine Coast (additional to Brisbane). Advocacy & referral project not developed – unclear where funding would come from.      |

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|  | funding for A&R project.  |                              | →  |  |             |                          |  |
| 1.1.4 Develop and implement targeted programs and services specific to LGBT people within the Aboriginal & Torres Strait Islander, Culturally & Linguistically Diverse, Lesbian, Trans and Seniors demographics. | <ul style="list-style-type: none"> <li>A&amp;TSI LGBT youth consultation project (Oxfam funded).</li> <li>Joint bid with Care Connect for CAP and HACC services in Brisbane.</li> <li>Respond to recommendations from CALD review of sexual health program.</li> <li>Develop trans msm resource.</li> <li>Produce lesbian health strategy.</li> </ul> | WM<br>PM<br>Lead<br>PM<br>PM | Jan – June<br>Jan<br>June<br>Feb<br>April<br>Apl - Aug | <ul style="list-style-type: none"> <li>Develop proposals.</li> <li>Implement proposals.</li> </ul>                         | Lead<br>tbc | Feb – April<br>July<br>→ | Good Progress. A&TSI youth project completed. Joint bid made with Care Connect (awaiting results). Established LGBT Multicultural Action Group. Trans msm resource not produced (permission from Canada not received). Lesbian issues paper developed, but not strategy (unclear where funding would come from, awaiting National Women’s Health Policy). Lesbian Health Action Group and History Action group working very well. Ageing Action Group working well. Progress in developing trans training resources and facilitating trans patient pathways workshops. |
| 1.1.5 Increase volunteer capacity and skills base to expand areas of service provision.  | <ul style="list-style-type: none"> <li>Write &amp; pilot outreach volunteer training module.</li> <li>Develop ‘group’ version of self-paced learning manual.</li> </ul>   | SS, BS<br>tbc                | April<br>July<br>→                                     | <ul style="list-style-type: none"> <li>Secure resources for Volunteer Coordinator position.</li> </ul>                     | JR          | Jan<br>→                 | Good Progress. Outreach manual written, being translated into training module. Volunteer core module written and delivered.  |
| <b>1.2 Professional Capacity Staff/Board</b>   | <i>What</i>   | <i>Who</i>                   | <i>When</i>  | <i>What</i>  | <i>Who</i>  | <i>When</i>              |  |
| 1.2.1 Board succession planning including the identification of suitable ‘professional’ board members  | <ul style="list-style-type: none"> <li>Advertise Board positions, highlighting skills required in prep for AGM.</li> </ul>  | Brd                          | Aug  | <ul style="list-style-type: none"> <li>Advertise Board positions, highlighting skills required in prep for AGM.</li> </ul> | Brd         | Aug                      | Good progress. All Board positions filled. Succession from President to Vice-President planned.  |
| 1.2.2 Undertake a staff and board skills audit.  | <ul style="list-style-type: none"> <li>Develop &amp; trial staff &amp; board audit.</li> </ul>  | PM                           | June   | <ul style="list-style-type: none"> <li>Implement board audit.</li> </ul>   | PM          | Dec                      | Completed.   |
| 1.2.3 Development and implementation of a ‘Work is Play’   | <ul style="list-style-type: none"> <li>Write work-life balance policy.</li> </ul>   | GN, WM                       | May  | <ul style="list-style-type: none"> <li>Implement ‘work is play’ program.</li> </ul>  | Lead        | All yr                   | Partial progress. Draft written and out for initial consultation.  |

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| program to foster creativity and innovation in the workplace.   | <ul style="list-style-type: none"> <li>Research &amp; develop 'work is play' program.</li> </ul>   |                          | Dec                                       |  |              |  |   |
| <b>1.3 Partnerships and Collaborations</b>  | <i>What</i>  | <i>Who</i>               | <i>When</i>                               | <i>What</i>  | <i>Who</i>   | <i>When</i>                              |   |
| 1.3.1 Identification of staff secondment opportunities.   | <ul style="list-style-type: none"> <li>Survey staff re: interest in secondments, inc. potential placements.</li> <li>Liaise with placement sites.</li> </ul>   | Lead<br><br>Lead         | Sept – Oct<br><br>Nov - Dec               | <ul style="list-style-type: none"> <li>Begin placements.</li> </ul>  |              |  | No progress.  |
| 1.3.2 University 'connect' program to implement short-term project based activities.  | <ul style="list-style-type: none"> <li>Identify projects that students could undertake.</li> <li>Identify schools/courses that match with QAHC.</li> <li>Promote student placement possibilities with universities.</li> </ul> | Lead<br><br>RM<br><br>RM | July – Aug<br>Sept – Oct<br><br>Nov - Dec | <ul style="list-style-type: none"> <li>Respond to requests.</li> <li>Promote student placement possibilities with universities.</li> </ul>             | RM<br>RM     | →<br>Nov - Dec                           | Good progress. Student placement policy revised. Have had several student placements. Contacted several uni/TAFE schools re: opportunities. |
| 1.3.3 'Professional' activities program to engage corporate and government representatives to participate in discussions with the LGBT community. | <ul style="list-style-type: none"> <li>Conduct consultation/needs assessment to identify approach/ideas.</li> </ul>  | PM                       | Dec                                       | <ul style="list-style-type: none"> <li>Trial activities.</li> <li>Evaluate and plan for 2010/2011.</li> <li>Continue successful activities.</li> </ul> | PM<br><br>PM | Jan - April<br>May<br>June<br>July - Dec | No progress.  |
| <b>1.4 Continuous Quality Improvement</b>   | <i>What</i>  | <i>Who</i>               | <i>When</i>                               | <i>What</i>  | <i>Who</i>   | <i>When</i>                              |   |
| 1.4.1 Implement systematic review of all operational aspects of QAHC.   | <ul style="list-style-type: none"> <li>Explore quality schemes and make proposal to QAHC Board.</li> <li>Start work on achieving registration.</li> </ul>  | PM<br><br>Lead           | June<br><br>July - on                     | <ul style="list-style-type: none"> <li>Continue work on quality scheme registration.</li> </ul>  | Lead         | Jan - Dec                                | On hold. Work happening in Queensland Compact to harmonise various quality schemes. Will implement following.                               |
| 1.4.2 Annual evaluation of  | <ul style="list-style-type: none"> <li>Produce reports for</li> </ul>  | Lead                     | Jan,                                      | <ul style="list-style-type: none"> <li>Produce Strategic Plan</li> </ul>   | PM           | Jan                                      | Done.   |

| Strategies from Strategic Plan  | Actions/Milestones 2009   |                         |                          | Actions/Milestones 2010  |                        |                        | Progress  |
|---|---|-------------------------|--------------------------|--|------------------------|------------------------|---|
| performance and assessment of service program delivery.   | <ul style="list-style-type: none"> <li>funding bodies against operational plans.</li> <li>Produce Annual Report and summary version.</li> <li>Rolling program of staff project evaluations.</li> </ul>  | PM, Lead Staff          | July<br>Aug-Sep →        | <ul style="list-style-type: none"> <li>Progress Report.</li> <li>Produce reports for funding bodies against operational plans.</li> <li>Produce Annual Report and summary version.</li> <li>Rolling program of staff project evaluations.</li> </ul>   | Lead<br>PM, Lead Staff | Jan, July<br>Aug-Sep → |   |
| <b>2.1 State-wide Policy Agenda</b>   | <i>What</i>   | <i>Who</i>              | <i>When</i>              | <i>What</i>  | <i>Who</i>             | <i>When</i>            |   |
| 2.1.1 Actively participate in state and national policy development to increase the profile of the needs of LGBT Queenslanders. | <ul style="list-style-type: none"> <li>Continue involvement in National LGBT Health Alliance.</li> <li>Continue involvement in Qld Health LGBT Health Issues Group.</li> <li>Lobby Qld Gov/Dep't Comm to establish LGBT group.</li> <li>Make submissions or representations to relevant consultations.</li> </ul> | PM<br>PM<br>PM<br>Staff | →<br>→<br>Jan – Mar<br>→ | <ul style="list-style-type: none"> <li>Continue involvement in National LGBT Health Alliance.</li> <li>Continue involvement in Qld Health LGBT Health Issues Group.</li> <li>Make submissions or representations to relevant consultations.</li> </ul> | PM<br>PM<br>Staff      | →<br>→<br>→            | Good progress. Active member (and Chair) of National LGBT Health Alliance. Department of Communities has established LGBT Roundtable and appointed 3 QAHC connected people. Various submissions made directly (e.g. ageing, multiculturalism) and through National LGBT Health Alliance. However Qld Health LGBT Group has lost focus despite approaches by QAHC to reinvigate. |
| <b>2.2 Communication of Key Messages</b>  | <i>What</i>   | <i>Who</i>              | <i>When</i>              | <i>What</i>  | <i>Who</i>             | <i>When</i>            |   |
| 2.2.1 Develop and implement Communications Strategy.  | <ul style="list-style-type: none"> <li>Develop implementation plan.</li> <li>Begin implementation of plan.</li> </ul>   | PM                      | June<br>July             | <ul style="list-style-type: none"> <li>Continue implementation of plan.</li> </ul>   |                        | →                      | No progress.  |
| 2.2.2 Increase profile and activity within LGBT communities and more broadly the general community throughout the state.        | <ul style="list-style-type: none"> <li>Produce summary of annual report and publish in LGBT press.</li> <li>Revise QAHC services leaflet and distribute</li> </ul>  | PM<br>PM                | Jan<br>Feb - Mar         | <ul style="list-style-type: none"> <li>Produce summary of annual report and publish in LGBT press.</li> </ul>  | PM                     | Jan                    | Done.   |

| Strategies from Strategic Plan  | Actions/Milestones 2009  |                  |               | Actions/Milestones 2010   |                |   | Progress   |
|---|--|------------------|---------------|---|----------------|---|--|
|   | widely.  |                  |               |   |                |   |  |
| 2.2.3 Establish a style guide for all QAHC collateral.  | <ul style="list-style-type: none"> <li>Style guide produced.</li> </ul>  | RC, JA           | June          |   |                |   | No progress.   |
| 2.2.4 Establish professional QAHC image library.  | <ul style="list-style-type: none"> <li>Identify images needed.</li> <li>Source existing images or commission new.</li> </ul> | CL<br>RC, JA, CL | May<br>June → | <ul style="list-style-type: none"> <li>Commission new images (if needed).</li> </ul>  | CL             | →   | Good progress. Some stock photos taken. Also identified diverse (age, ethnicity) models for future shoots. |
| 2.2.5 Identify suitable organisational spokespersons including health professionals & civic leaders who can represent the organisations on a diverse range of issues. | n/a  |                  |               | <ul style="list-style-type: none"> <li>Develop spokesperson policy.</li> <li>Source and brief spokespersons.</li> <li>Deploy spokespersons as appropriate.</li> </ul>                               | PM<br>PM<br>PM | April<br>May – Jun<br>→                   | No progress.   |
| <b>2.3 Enhanced Profile and Reputation</b>  | <i>What</i>  | <i>Who</i>       | <i>When</i>   | <i>What</i>   | <i>Who</i>     | <i>When</i>                               |  |
| 2.3.1 Build database of case studies and 'lived experience' to promote QAHC vision and mission.   | <ul style="list-style-type: none"> <li>Develop case-study template.</li> </ul>   |                  | Sept – Dec    | <ul style="list-style-type: none"> <li>Brief staff on template.</li> <li>Develop case studies.</li> </ul>   | Staff          | Feb<br>Feb<br>→                           | Partial progress. Case study template draft. Yet to be formally adopted.                                   |
| 2.3.2 Identify LGBT successes and promote QAHC vision and mission.  | <ul style="list-style-type: none"> <li>Respond to news stories on LGBT issues.</li> </ul>                                    | GM               | →             | <ul style="list-style-type: none"> <li>Respond to news stories on LGBT issues.</li> </ul>   | GM             | →   | Some progress. Limited by time and relevance of media stories.   |
| 2.3.3 Celebrate successful programs and events within the LGBT community.   | <ul style="list-style-type: none"> <li>Launch/release evaluation reports.</li> <li>Generate media coverage.</li> </ul>       | All<br>All       | →<br>→        | <ul style="list-style-type: none"> <li>Launch/release evaluation reports.</li> <li>Generate media coverage.</li> </ul>  | All<br>All     | →<br>→                                    | Little progress. Need to be better at self promotion.  |
| <b>2.4 Partnership Programs</b>   | <i>What</i>  | <i>Who</i>       | <i>When</i>   | <i>What</i>   | <i>Who</i>     | <i>When</i>                               |  |
| 2.4.1 Develop partnership criteria including code of conduct.   | n/a  |                  |               | <ul style="list-style-type: none"> <li>Develop criteria on which we would assess suitability of partner.</li> <li>Develop partnership agreement/MOU template.</li> <li>Identify capacity</li> </ul> |                | June – July<br>June – July<br>June - July | No progress.   |

| Strategies from Strategic Plan   | Actions/Milestones 2009  |                                |                                      | Actions/Milestones 2010  |                         |                        | Progress  |
|--|--|--------------------------------|--------------------------------------|--|-------------------------|------------------------|---|
|  |  |                                |                                      | building activities that we could offer.   |                         |                        |   |
| 2.4.2 Establish business development process.  |  |                                |                                      | <ul style="list-style-type: none"> <li>Identify potential partners.</li> <li>Contact partners and negotiate.</li> </ul>                                    | June – Jly<br>Aug - Oct |                        | No progress.  |
| 2.4.3 Establish 'entrepreneurial' culture amongst Board and Senior staff.                              | <ul style="list-style-type: none"> <li>Workshop at Board face-to-face potential links/partnerships and great ideas.</li> <li>Follow-up priority ideas.</li> </ul>                                | Brd<br><br>GM                  | June<br><br>July →                   |  |                         |                        | Some progress. Workshop held with Board. Little follow-up.  |
| <b>2.5 Evaluation and Consultation</b>   | <i>What</i>  | <i>Who</i>                     | <i>When</i>                          | <i>What</i>  | <i>Who</i>              | <i>When</i>            |   |
| 2.5.1 Consult with LGBT people on priority health and wellbeing needs.                                 | <ul style="list-style-type: none"> <li>Undertake mental health, ATODS and A&amp;TSI youth consultations.</li> <li>Develop annual consultation process for QAHC.</li> </ul>                       | DF, SG, WM<br><br>PM, Brd      | Jan – Sep<br><br>June                | <ul style="list-style-type: none"> <li>Implement annual consultation process.</li> </ul>   |                         | Mar-April              | Partial progress. 'States of Mind' project completed successfully. Annual consultation process not developed (although discussed at Board workshop).    |
| 2.5.2 Provide opportunities for LGBT people to be involved in the management and delivery of services. | <ul style="list-style-type: none"> <li>Continue to recruit volunteers from target communities.</li> <li>Encourage nominations to Board.</li> </ul>   | PM                             | →<br><br>Oct - Nov                   | <ul style="list-style-type: none"> <li>Discuss expanding community lead projects/ advisory groups etc.</li> <li>Encourage nominations to Board.</li> </ul> | Staff<br><br>PM         | April<br><br>Oct - Nov | Good progress. 100 volunteers in 2009/10. Full Board of Directors. Action groups (especially lesbian, history) working well under volunteer leadership. |
| 2.5.3 Establish a rigorous and appropriate process of evaluation.                                      | <ul style="list-style-type: none"> <li>Produce guide to evaluation resource for staff.</li> <li>Each member of staff to identify 1 project for evaluation.</li> <li>Evaluate project.</li> </ul> | Lead<br><br>Staff<br><br>Staff | Jan – June<br><br>July<br><br>July → | <ul style="list-style-type: none"> <li>Each member of staff to identify 1 project for evaluation.</li> <li>Evaluate project.</li> </ul>                    | Staff<br><br>Staff      | July<br><br>July →     | Partial progress. Evaluation guide started, but still in drafting stage. Evaluations conducted and written up by most staff.                            |

| Strategies from Strategic Plan   | Actions/Milestones 2009  |  |  | Actions/Milestones 2010   |                          |                       | Progress   |
|--|--|--|--|---|--------------------------|-----------------------|--|
| 2.6 Advocacy and Lobbying  | What   | Who                                      | When   | What  | Who                      | When                  |  |
| 2.6.1 Develop and implement 'individual' issues based advocacy advice line.                                    | <ul style="list-style-type: none"> <li>Scope out needs and service model.</li> </ul>   | Lead                                     | Jul - Dec                                    | <ul style="list-style-type: none"> <li>Identify and apply for funding.</li> <li>Implement advice line.</li> </ul>   | JR<br>tbc                | Jan<br>→<br>tbc       | No progress.   |
| 2.6.2 Engage with a broader range of Government and community organisations on issues of strategic importance. | <ul style="list-style-type: none"> <li>Identify priority Gov. Departments and CBOs.</li> <li>Arrange &amp; attend meetings.</li> </ul>   | Lead<br>, Brd<br><br>tbc                 | June<br><br>July<br>→                        | <ul style="list-style-type: none"> <li>Identify priority Gov. Departments and CBOs.</li> <li>Arrange &amp; attend meetings.</li> </ul>                            | Lead<br>, Brd<br>tbc     | June<br><br>July<br>→ | Some progress. Better links with Department of Communities. Development of 'Improving the Lives of LGBT Queenslanders' paper and distribution to politicians and state-wide NGO/peaks.   |
| 2.6.3 Develop and implement issues based campaigns to initiate community engagement and support.               | <ul style="list-style-type: none"> <li>Election 09 campaign.</li> <li>Agree campaign/s theme.</li> <li>Implement campaign.</li> </ul>  | PM<br><br>Brd<br><br>tbc                 | Jan –<br>Mrch<br>June<br><br>July<br>→       | <ul style="list-style-type: none"> <li>Agree campaign/s theme.</li> <li>Implement campaign.</li> </ul>  | Brd<br><br>tbc           | June<br><br>July<br>→ | Done (election 09). Although little tangible achieved.   |
| 2.6.4 Increase representation on Government and non-Government Taskforces and Working Groups.                  | <ul style="list-style-type: none"> <li>Join 'Futures Forum'.</li> <li>Attend Dep't Comm regional meetings (Bris north)</li> <li>Identify priority taskforces &amp; working groups.</li> <li>Seek membership of taskforces &amp; working groups.</li> </ul> | PM<br>PM<br><br>Lead<br>, Brd<br><br>tbc | Feb<br>Feb<br>→<br><br>June<br><br>July<br>→ | <ul style="list-style-type: none"> <li>Identify priority taskforces &amp; working groups.</li> <li>Seek membership of taskforces &amp; working groups.</li> </ul> | Lead<br>, Brd<br><br>tbc | June<br><br>July<br>→ | Done & ongoing.  |
| 3.1 Income and Funding Generation  | What   | Who                                      | When   | What  | Who                      | When                  |  |
| 3.1.1 Secure the continuation of current government funding streams.   | <ul style="list-style-type: none"> <li>Lobby for implementation funds for mental health &amp; ATODS needs assessments.</li> <li>Sign-off new agreement for sexual</li> </ul>   | PM<br><br>PM,<br>CH                      | Jan<br>→<br><br>Aprl                         | <ul style="list-style-type: none"> <li>Ensure compliance obligations are met.</li> </ul>  | PM                       | →                     | Partial progress. ATODS project continues, but not mental health. Sexual Health program 3½ year contract signed. Small increase for 2 Spirits Program (although not enough to cover increased wage costs and unsure medium term funding future). Compliant (but not suppliant) |

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|---|--|--------|-----------|--|---------------|------------------------------|--|
|   | health program. <ul style="list-style-type: none"> <li>Secure increased funding for 2 Spirits.</li> <li>Ensure compliance obligations are met.</li> </ul>  | PM, WM | Aprl      |  |               |                              |  |
| 3.1.2 Identify and secure additional government and philanthropic funding opportunities.                          | <ul style="list-style-type: none"> <li>Develop list of potential funding sources and keep current.</li> <li>Develop QAHC grant application policy.</li> <li>Write and/or support staff to develop applications.</li> </ul> | JR     | →         | <ul style="list-style-type: none"> <li>Write and/or support staff to develop applications.</li> </ul>  | JR, PM, staff | →                            | Partial progress. Grant sources identified. Many grant applications made. Some success with relatively small grants. Few grants available for LGBT causes. |
| 3.1.3 Develop a suit of professional 'fee for service' products (e.g. training, policy & procedures, employment). | n/a  |        |           | <ul style="list-style-type: none"> <li>Consult with LGBT community re: products/services required.</li> <li>Develop proposals for products.</li> </ul> | PM            | Feb – April<br><br>May -June | No progress.   |
| 3.1.4 Develop and implement a Fundraising Strategy, including the employment of a Fundraising Coordinator.        | <ul style="list-style-type: none"> <li>Appoint Fundraising Co-ordinator.</li> <li>Write and agree Fundraising Strategy.</li> <li>Begin implementation of Strategy.</li> </ul>  | PM     | Nov 08    | Review Fundraising Strategy.   | JR            | Mrch                         | Done.  |
| 3.1.5 Identify and secure corporate sponsorships and partnerships.  | <ul style="list-style-type: none"> <li>Secure sponsors for TAFF.</li> <li>Secure sponsors for HCF.</li> </ul>  | JR     | Mrch      |  |               |                              | Partial progress. Sponsorship secured for TAFF. Some donations for HCF, but not sustainable.   |
| 3.1.6 Expand 'membership benefits' program.   | <ul style="list-style-type: none"> <li>Continue 'Advantage Card' offering.</li> <li>Identify sectors to develop sponsorship</li> </ul>   | Brd    | →<br>June |  |               |                              | No progress. 'Advantage Card' out of business.   |

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|---|--|------------|------------------------------|--|------------|-------------|--|
|   | <ul style="list-style-type: none"> <li>arrangements.</li> <li>Follow-up with businesses.</li> </ul>  | JR         | July - Dec                   |  |            |             |  |
| 3.1.7 Implement a targeted membership recruitment campaign.   | <ul style="list-style-type: none"> <li>Develop membership recruitment plan.</li> <li>Develop materials.</li> <li>Release campaign.</li> <li>Review success of campaign.</li> </ul> | PM, JR     | Mrch<br>April<br>May<br>Sept | Re-release campaign.   |            | April       | No progress. Focus on getting contact details for people (e.g. Q-List Cards and raffles).  |
| 3.1.8 Investigate and identify possible funding sources for LGBT services 'gaps': mental health, alcohol, tobacco & other drugs, aged care, community & cultural development, Aboriginal & Torres Strait Islander, culturally & linguistically diverse, Lesbians, Trans etc | <ul style="list-style-type: none"> <li>Develop list of potential funding sources and keep current.</li> <li>Write and/or support staff to develop applications.</li> </ul>         | JR<br>JR   | →<br>→                       | <ul style="list-style-type: none"> <li>Write and/or support staff to develop applications.</li> </ul>      | JR         | →           | Little progress. Some sources identified and applications written. Few large (\$100,000+) sources available and certainly not for LGBT issues. ATODS project continues to be funded on a yearly basis by Qld Health. |
| <b>3.2 Resource Centres</b>   | <i>What</i>  | <i>Who</i> | <i>When</i>                  | <i>What</i>  | <i>Who</i> | <i>When</i> |  |
| 3.2.1 Develop a capital fundraising campaign as part of the fundraising strategy.   | <ul style="list-style-type: none"> <li>Include in QAHC's State Election 2009 Statement.</li> <li>Develop and initiate campaign.</li> </ul>   | PM<br>JR   | Jan →<br>July →              | <ul style="list-style-type: none"> <li>Continue capital fundraising campaign.</li> </ul>                   | JR         | →           | No progress. Did include in election statement.  |
| 3.2.2 Secure resources to purchase a larger Resource Centre in Brisbane, or second office.  | <ul style="list-style-type: none"> <li>Include in fundraising campaign above.</li> <li>Include funding for second office in any large funding bids involving workers.</li> </ul>   | JR<br>JR   | July →<br>→                  | <ul style="list-style-type: none"> <li>Identify potential grants sources and make applications.</li> </ul> | JR         | →           | No progress.   |
| 3.2.3 Secure resources and funding for the establishment of a permanent Resource Centre on the  | <ul style="list-style-type: none"> <li>Sell Noosa property.</li> <li>Identify and approach potential funding</li> </ul>  | PM<br>JR   | Feb<br>Feb - Aprl            | <ul style="list-style-type: none"> <li>Purchase and fit-out suitable property.</li> </ul>                  | PM,<br>JT  | ?           | Partial progress. Noosa property sold. Resource Centre purchased. Going through MCU. Additional money needed for refit.  |

| Strategies from Strategic Plan   | Actions/Milestones 2009  |  |                                      | Actions/Milestones 2010  |  |                                      | Progress  |
|--|--|--|--------------------------------------|--|--|--------------------------------------|---|
| Sunshine Coast.  | sources.<br>• Purchase and fit-out suitable property.  | PM,<br>JT                              | ?                                    |  |  |                                      |   |
| 3.2.4 Scope possibilities for expanding the Cairns Resource Centre.                                  | <ul style="list-style-type: none"> <li>Write to architects asking for pro-bono support.</li> <li>Develop and submit plans to Council.</li> <li>Initiate fundraising campaign.</li> </ul>   | PM<br><br>BL<br><br>JR                 | Feb<br><br>Aug<br><br>July           | <ul style="list-style-type: none"> <li>Undertake building works (dependant on funds).</li> </ul>   |  | ?                                    | Partial progress. Wrote to architects, but no takers/advised would not be possible on current site. No source of money for expansion. Applied for money for internal renovations, but unsuccessful. |
| 3.2.5 Undertake feasibility studies for the establishment of resources in additional regional areas. | n/a  |  |                                      | n/a  |  |                                      | Due in 2011   |
| <b>3.3 Employer of Choice</b>  | <i>What</i>  | <i>Who</i>                             | <i>When</i>                          | <i>What</i>  | <i>Who</i>                             | <i>When</i>                          |   |
| 3.3.1 Identify and provide opportunities and professional development for current staff.             | <ul style="list-style-type: none"> <li>Allocate \$1,000 for staff development for all staff and \$800 for conference attendance.</li> <li>Identify development needs through annual staff reviews.</li> <li>Maintain folder of training opportunities.</li> <li>Organise in-service training for staff on common needs.</li> </ul> | Lead<br><br>Lead<br><br>RM<br><br>Lead | July<br>→<br><br>→<br><br>→<br><br>→ | <ul style="list-style-type: none"> <li>Allocate \$1,000 for staff development for all staff and \$800 for conference attendance.</li> <li>Identify development needs through annual staff reviews.</li> <li>Maintain folder of training opportunities.</li> <li>Organise in-service training for staff on common needs.</li> </ul> | Lead<br><br>Lead<br><br>RM<br><br>Lead | July<br>→<br><br>→<br><br>→<br><br>→ | Done and ongoing.   |
| 3.3.2 Develop and implement a staff benefits program.  | <ul style="list-style-type: none"> <li>Link to membership benefits scheme.</li> </ul>  |  |                                      |  |  |                                      | No progress (membership scheme defunct).  |
| 3.3.3 Develop succession planning and career progression programs for all staff.                     | <ul style="list-style-type: none"> <li>Develop career progression program with staff.</li> </ul>   | Lead                                   | Sept - Nov                           | <ul style="list-style-type: none"> <li>Implement program with individual staff.</li> </ul>   | Lead                                   | →                                    | No formal progress.   |
| 3.3.4 Expand opportunities for   | <ul style="list-style-type: none"> <li>Develop potential student project list.</li> </ul>  | Lead                                   | Jan                                  | <ul style="list-style-type: none"> <li>Revise potential student project list.</li> </ul>   | Lead                                   | Jan                                  | Done and ongoing.   |

| Strategies from Strategic Plan | Actions/Milestones 2009  |    | Actions/Milestones 2010 |  |  | Progress |
|--------------------------------|--|----|-------------------------|--|--|----------|
| student placements at QAHC.    | <ul style="list-style-type: none"> <li>Promote student placement opportunities in Universities and TAFEs.</li> </ul> | RM | July<br>→               |  |  |          |