

# 2020–2022

## STRATEGIC PLAN



# INFORM

Queenslanders with trusted knowledge and advice

*Position Cancer Council Queensland as the trusted 'go-to' source of truth*

## How we will **do it**

- Inform the community of our impact and activities
- Bespoke brand integration plan
- Partner with other trusted organisations
- Develop an integrated marketing, digital and engagement strategy to target key stakeholders
- Continue to undertake and invest in research aligned with strategy
- Provide up-to-date cancer resources and information
- Develop and leverage video content
- Create emotive storytelling to engage the community to influence change

## Success **indicators**

- Increased marketing and promotional activities for our existing and new services with increased use
- Increased brand recognition through benchmarking with metric
- One national digital agency focus on brand and national campaigns
- Research output/impact (no. of papers, Q1 publications, citations)
- Collaboration with national and international research organisations
- Use and downloads of webpages and other resources
- Requests from and provision of evidence-based information for the public, government, researchers, media outlets
- High impact influence on government
- Imbed across programs with a multi-purpose lens
- Expansion of case studies





# Support & CONNECT

Queenslanders living with cancer to the right services and people

*Optimise services and support to be the premier navigator of cancer information and services*

## How we will **do it**

- Map existing services and support to identify gaps
- Increase feedback from service and program users
- Identify technologies that could enhance support and extend reach e.g. 'e' support groups
- Improve 13 11 20 by making it a more comprehensive navigation aid
- Improve the website information and navigation options
- Implement a new CRM and marketing automation platform to underpin service delivery
- Improve accessibility to information and appropriate services for all Australians

*Develop model for living with cancer to support local community*

## How we will **do it**

- Pilot new models of community cancer care and support
- Launch Daffodil Place to improve access of support and information to people living with cancer in the community
- Continually review and repurpose existing facilities



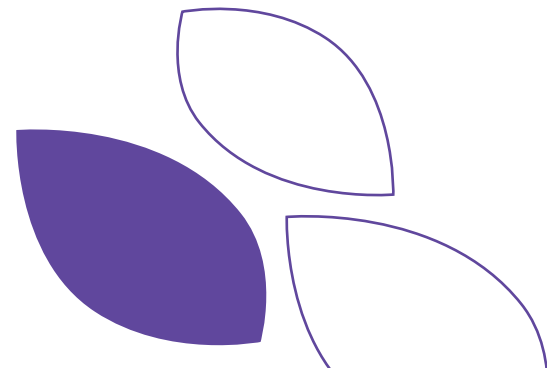
*Build strong service and support partnerships*

## How we will **do it**

- Develop a presence throughout the public, private and community agencies to increase referrals
- Use information from these relationships to improve evidence informed advocacy
- Identify best-practice partners

## Success **indicators**

- Increased number and diversity of referrals to our support and services
- Increased usage of our support and services (13 11 20 calls, website hits etc)
- Increased physical presence of CCQ in clinical areas
- Increased feedback on the quality, reliability and timeliness of our support and services
- Patient (client) reported outcomes
- Increased supporter access to website
- Daffodil Place in key locations
- Increased Quality improvement activities to meet Accreditation standards
- Increased volunteer engagement in the delivery of community programs



# Grow SUSTAINABILITY

to ensure our future

*Improve systems to underpin growth and efficiency*

## How we will **do it**

- Implement an improved CRM and marketing automation platform
- Improve website functionality and navigation
- Fit for purpose IT Systems including data and document management
- Investigate efficiencies with other Cancer Councils and health sector NFPs

*Invest in people*

## How we will **do it**

- Attract and retain skilled volunteers with a focus on appealing to young volunteers
- Optimise volunteer management by funding and implementing a volunteer management system
- Attract and retain talented and skilled employees
- Improve change management, implementation and communication across teams
- Conduct annual employee engagement and volunteer survey and implement action plans

- Improved health, safety and wellbeing (physical and psychosocial) outcomes within both the employee and volunteer workforces

*Grow financial base*

## How we will **do it**

- Explore new sustainable avenues of revenue
- Attract, acquire and retain donors and supporters
- Identify considered philanthropic opportunities
- Ensure that the investment approach has the correct balance of risk and reward and is in line with mission and values
- Increase projectable revenue from government, corporates, mid value and major gifts

*Optimise governance*

## How we will **do it**

- Increased diversity of input into CCQ governance
- Measure the organisation's governance against best practice
- Implement rolling internal audit program to minimise risk

## Success **indicators**

- Increased revenue from diverse sources and program development
- Increased acquisition from CCQ business stakeholders such as service users
- Improved employee and volunteer feedback through PULSE surveys
- Increased attraction and retention of talented and skilled volunteers and employees
- Increased volunteer youth engagement
- Maximise expenditure for 'purpose'
- Increased knowledge of supporter motivations and giving trends to enable long term engagement
- End to end supporter experience and services
- Improved wellbeing which aids the attraction and retention of employees and volunteers
- Successful Accreditation Certification against HSQF standards



**BRISBANE**

**BUNDABERG**

**CAIRNS**

**GOLD COAST**

**ROCKHAMPTON**

**SUNSHINE COAST**

**TOOWOOMBA**

**TOWNSVILLE**

**13 11 20**

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

**Every minute, every hour, every day.**