



# Strategic Plan

2023–2025



**Holy Cross**  
Services



*A good beginning  
is of great  
importance*

Catherine McAuley,  
Foundress of the Sisters of Mercy

### **Acknowledgement of Country**

We acknowledge and pay our respects to the Yuggera nation: the Turrabal, Jagera and Quandamooka peoples, traditional custodians of the lands and waterways of Brisbane and surrounding areas, thanking them for their care for this country and their continued hospitality. We honour and celebrate the continuation of a living culture that has a unique role in this region.

We also acknowledge Elders, past and present, as well as the emerging leaders of tomorrow and thank them for their wisdom and guidance as we walk together on the journey of reconciliation.

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# Who we are

## Our Mission

In the spirit of the Sisters of Mercy, Holy Cross Services provides supported and inclusive employment opportunities to all through the delivery of integrated services.

## Our Values

Our values of Dignity, Respect, Integrity and Compassion guide our interactions and the culture of our workplace.

### Dignity

by recognising and accepting each person.

### Respect

by treating people equally and fairly.

### Integrity

by acting justly and working honestly.

### Compassion

by being friendly and caring.



# Message from the Board Chair



I am delighted to present our new vision for the future with the Holy Cross Services Strategic Plan for 2023 to 2025.

As a profit for purpose organisation, these next steps in our strategic journey as an independent Catholic Ministry of Mercy Partners, are critical to establish a clear direction and create a strong foundation for business growth across our laundry, cleaning and food services so we can sustainably fulfill our Mission.

During the last few years Holy Cross Services has been through significant change. In addition to responding to the ongoing impacts of COVID-19, there has been changes in governance, advancements in technology and a renewed focus on providing meaningful employment through inclusivity and integration.

In alignment with this approach, we have developed a new Strategic Plan for 2023 to 2025 which outlines our key goals for each area of the business while staying true to our legacy founded by the Sisters of Mercy more than a century ago.

Through a consultative planning process, we have developed a contemporary road map for our future that builds on our strengths and fosters an integrated culture based on our Gospel values to help make a positive difference to the people in our community.

The plan is informed by four strategic pillars; People, Community Relevance, Our Impact and Financial Sustainability. These four pillars along with our associated goals will guide our decision making and drive our organisation forward into the future.

While our strategy has been updated, our Mission and Values remain the same as we continue to deliver on our purpose to support people of all abilities thrive and achieve their career goals.

The Directors and I look forward to working with Mercy Partners, our partners and clients, and our employees who will be pivotal in bringing this strategy to life and together, shaping the future of Holy Cross Services.

**Dr John Gilmour AM**  
Board Chair

# Holy Cross Services

Holy Cross Services is a Catholic Ministry of Mercy Partners that fulfills its Mission by restoring the dignity to those who are often locked out of employment due to disability and difference by helping them gain meaningful employment in a safe, supportive and welcoming environment.

Established by the Sisters of Mercy in 1889, Holy Cross Services empowers people of all abilities to succeed through our employment and support services by providing integrated and inclusive employment and training opportunities through the provision of high-quality laundry, cleaning and food services.

In the last few years, there has been significant change at Holy Cross Services with new governance and a refreshed approach. This has provided an ideal opportunity to reflect on who we are, what our existing strategy is and to work as a unified leadership team to update our strategic plan, with a renewed focus on our Purpose, Mission and Values.

We express our Mission through our values of Dignity, Respect, Integrity and Compassion that guide our daily interactions and shape our workplace culture. Our values are reflected and visible in all that we do.

## Dignity

By recognising and accepting each person.

## Respect

By treating people equally and fairly.

## Integrity

By acting justly and working honestly.

## Compassion

By being friendly and caring.

**Our Mission is to provide supported and inclusive employment opportunities to all through the delivery of integrated services by committing to:**

- Providing employment opportunities to all with a focus on people with a disability and the disadvantaged in the community.
- Promoting a safe and unique work environment that empowers people to develop to their full potential.
- Meeting our customer needs, professionally and efficiently.
- Attaining environmental responsibility and financial sustainability.
- Forging mutually valued partnerships.



# Our Strategic Plan

Holy Cross Services Strategic Plan 2023–2025 is underpinned by the strategic goal.

*“Respecting our strong history as a Catholic Ministry in the charism of the Sisters of Mercy, build sustainability and community relevance through inclusivity and integration.”*

The strategic planning has been informed by utilising the PESTELED (political, economic, social, technological, environmental, legal, ethical, and demographic factors) framework.

Within the context of the current business environment Holy Cross Services faces both challenges and opportunities to leverage trends and circumstances in the wider business environment.

Challenges include attracting and maintaining an effective workforce among high competition for workers across business and industries; opportunities include leveraging technology to deliver environmental sustainability and worker productivity.

This includes recognising the importance of leveraging technology to improve customer and employee experience while building upon digital capabilities by implementing and optimising new and existing technologies.

The Holy Cross Services’ team will work with clients and stakeholders to achieve our strategic goal through good stewardship of our environment, our social impact and responsible governance.

This newly aligned plan is informed by four strategic pillars; People, Community Relevance, Our Impact and Financial Sustainability across our divisions of Laundry Services, Cleaning Services, Food Services and People.

Respecting our *strong history* as a Catholic Ministry in the charism of the *Sisters of Mercy*, build sustainability and community relevance through *inclusivity and integration*

## Our Four Strategic Pillars



# Our Divisions

Holy Cross Services serves our Mission through the following divisions, enabled by our support services. Each of our goals are measured against our **environment** (E), **social impact** (S) and **governance** (G).

Holy Cross Services serves our Mission through the following divisions, enabled by our support services.



## Laundry Services

A professional laundry service with more than 130 years' experience. Uniquely positioned to service healthcare, aged care and associated services through advanced systems that support the highest infection control needs. Whilst providing a professional laundry service, this division is committed to providing meaningful job opportunities and career paths.



## Cleaning Services

A professional cleaning service that meets the strict infection and quality control measures making it a leader in healthcare, aged care and associated services. Whilst providing a professional cleaning service, this division is committed to providing meaningful job opportunities and career paths.



## Food Services

A range of food services to clients across many sectors. We put a significant focus on the relationships we build with our clients to ensure the highest satisfaction levels while benefiting the lives of others. Whilst providing a professional food service, this division is committed to providing meaningful job opportunities and career paths.



## People

With people central to our Mission this service focuses on opening and expanding opportunities for the community through quality education and development. With a commercial focus that broadens the reach of employees, this service also ensures that Holy Cross Services' people can access high quality development opportunities.

Client Services, Financial Sustainability and Quality, Safety and Environment Management  
Critical enablers through professional support services



## Laundry Services

Laundry Services Holy Cross Services contributes to the health and wellbeing of our community through the products and services we provide and remain committed to further serve the needs of our community and our stakeholders.

### Laundry Services Goal

Through planned activity build engagement with the community and stakeholders to ensure the relevance of Holy Cross Services now and into the future.

#### Industrial Uplift (S,G)

Reducing complexity and risk.

- Update and rationalise HCS Workplace Enterprise Agreement.

#### Environmental (E)

Production utility inputs - continuous batch washers and washer extractors.

Green waste/explore solar power options at the Banyo laundry site.

#### People Uplift (S)

Skills development to enable team members to analyse data and drive process and outcome improvements.

#### Digital Uplift (S,G)

Introducing new technology to manage insight into laundry operations.





## Cleaning Services

Cleaning Services Holy Cross Services recognises the important role we play to responsibly manage our impact on our people, our community and our environment as well as create meaningful opportunities to support the wellbeing of our employees.

### Cleaning Services Goal

Ensure the relevance of Holy Cross Services Cleaning now and into the future Through planned activity build engagement with the community and stakeholders.

#### Upgrade of Light House Software (G)

and 329 Beacons feeding live data across Mater Brisbane Sites.

#### Supplier review (E)

Preference to environmentally friendly suppliers.

#### Develop & implement a roving specialist cleaning teams (S,G)

Capable of increasing revenue through ad hoc works with existing and new clients.



## Food Services

Food Services Holy Cross Services recognises the important role we play to responsibly manage our impact on our people, our community and our environment as well as create meaningful opportunities to support the wellbeing of our employees.

### Food Services Goal

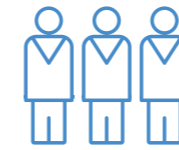
Ensure the relevance of Holy Cross Services now and into the future through targeted activities aimed at building strong relationships with the community and stakeholders.

#### Reduce waste (E)

Through Increased recycling of food waste especially cooking oil .

#### Promote Holy Cross Food Services (S,G)

As an NDIS accredited employer.



## People

Holy Cross Services are committed to our people and strive to provide an integrated, supported and inclusive workplace where people of all abilities can thrive and succeed.

### People Goal

Focus on our workforce through attraction and retention of talent, support and development of employees and creating a culture that positions us in the community.

#### People Uplift - Training and Development (S)

Focus on improving the capability of our people through training and development opportunities.

- Leadership roles.
- Employee roles.

#### Digital Uplift (S,G)

Leveraging tools for employee experience and management.

- Create HR dashboard for each service division.
- Improved efficiency through implementation of a digital human resource information system.
- Improved attendance scheduling for supported workers.
- Stage 2 implementation of client relations management solution - Zoho.

#### NDIS Program (S,G)

Ensuring sustainability.

- Manage program to reflect NDIS standards and framework.
- Reduce cost of overall program delivery through efficiency and integration.



## Enabling our strategy

The success of the Holy Cross Services strategy will be facilitated through our support services who will work together to enable our strategy.



### Client Services

Client Services Holy Cross Services recognises the important role we play to responsibly manage our impact on our people, our community and our environment as well as create meaningful opportunities to support the wellbeing of our employees.

#### Client Services Goal

Enhance client relationships and improve their experiences through a number of initiatives including the establishment of a CRM.

##### Leverage new systems (G)

For improved data driven decision making, financial sustainability, improving quality and processes.

##### Establish HCS as a partner of choice (E,S,G)

Demonstrating leadership in environment, social, and governance principles.

##### Increase our value to clients (S,G)

Optimise service delivery to clients.



### Financial Sustainability

Holy Cross Services is committed to remaining financially sustainable through strong business growth and demonstrating strong stewardship of our finite resources.

#### Financial Sustainability Goal

Develop financial sustainability through good stewardship practices including waste reduction and business development.

##### Digital Transformation (G,S)

Adopt new technology to drive efficiencies.

Implement better reporting (channels) across Business Units.

Ensure a secure and reliable I.T. infrastructure.

##### Financial Control and Sustainability (G)

Implement a sound Financial Control Framework.

Provide meaningful and timely reporting to support decision making.





## Enabling our strategy



### Quality, Safety and Environment Management

Q, S & E Management Holy Cross Services recognises the important role we play to responsibly manage our impact on our people, our community and our environment as well as create meaningful opportunities to support the wellbeing of our employees.

#### Quality, safety and environment management

Develop programs and systems to ensure a safe workplace environment and compliance with relevant legislation, statutory requirements and other relevant guidelines in relation quality improvement and safety in with workplace.

##### Establish environmental management goals (E)

Reducing waste, tracking waste, energy and emissions monitoring.

##### Increase employee engagement and well-being (S)

Through a comprehensive Health and Safety Management system.

##### Reduce LTIFR (S)

< 10.5 through a focus on work place injury management.

##### Establish an accredited Integrated Management System (IMS) (G)

For Health, Safety, Environment and Quality.

## Our Roadmap

Throughout 2023 and toward 2025 the Holy Cross Services' team will work with clients and stakeholders to achieve our goals of good stewardship in relation to care of the environment, social impact and responsible governance.



“The simplest and most  
*practical lesson I know* is to  
resolve to be *good* today,  
but *better* tomorrow”

Catherine McAuley,  
Foundress of the Sisters of Mercy



**Holy Cross  
Services**

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