

**STRATEGIC PLAN 2016 - 2019
SUMMARY REPORT AGAINST ACTIONS FOR 2019**

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Reporting on our progress

This is the third report of FamilyCare's progress against its strategic plan 2016-2019. The report summarises actions, identifies highlights and nominates priorities for 2018 against each of the strategic commitments. In 2019 work will commence on the new Strategic Plan, likely to cover 2020 - 2025.

Priority: Our Services

FamilyCare's primary responsibility is to provide service to its clients.

Strategic commitments	Actions	Measures of success	Report against Actions
<p>FamilyCare will seek resources to address service gaps based on need and our capacity to deliver.</p>	<p>We will promote and pursue the critical importance of prevention and early intervention.</p> <p>We will design and deliver services that consider</p> <ul style="list-style-type: none"> - The significant impact of family and community violence. - Increasing financial stress on families and communities. - The need for appropriate and sustainable Men's Services. 	<p>Identification and pursuit of prevention and early intervention activities in Operational plans.</p> <p>Active participation in regional Family Violence networks.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Ongoing engagement with regional family violence and planning processes. - Continued to pursue and prioritise prevention and early intervention in Operational plans. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - Developed and piloted a part-time financial counselling service in partnership with Bendigo Family and Financial services. - Conducted a second round of the Caring Classmates Competition with four regional primary schools. - FamilyCare became a registered Family Violence Service provider and is delivering a perpetrator accountability service in partnership with local agencies. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Engage with the roll-out of the Orange Door Support and Safety Hub in Goulburn, to facilitate a smooth and effective transition. - Continue to pursue sufficient and sustainable men's services.
<p>FamilyCare recognises the importance of child development in building strong communities.</p>	<p>We will actively promote effective networks of Early Years services in the communities in which we operate.</p> <p>We will work to increase the range of accessible Parent Child Services.</p>	<p>Attendance at, participation in and promotion of Early Years networks.</p> <p>Commission an independent evaluation of FamilyCare's Mother-Baby day-stay service.</p> <p>Achieve full compliance with the Child Safe Standards.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Regular participation in and leadership of early years activities across our service region. - Fully compliant with all relevant standards, including Child Safe Standards. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - Secured recognition for the Day Stay service as a Promising Program under the evidence-based program framework administered by the Australian Institute of Family Studies and Child Family Community Australia. - Commencement of Day Stay service in partnership with Kilmore Hospital. - Achieved re-certification against the Human Services Standards and ISO 9001:2015 for three years in December 2018. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Liaise with key partners on continuing service development and research strategy for Day Stay. - Continue to enhance early years services.

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<p>FamilyCare is committed to listening to its clients and ensuring their feedback is central to service planning.</p>	<p>We will effectively evaluate our service activities.</p> <p>We will gather feedback from our clients and report publically.</p>	<p>Improved evaluation of the outcomes of FamilyCare's work and its relevance to identified client needs.</p> <p>Enhanced analysis of service feedback from clients and other stakeholders.</p> <p>Trial an annual Community Forum hosted by FamilyCare's Board.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Continued to report consolidated feedback publicly, every six months. - Enhanced the capacity for feedback data to be actively incorporated into service planning. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - Fulfilled commitment to host a community forum, the third under this Strategic Plan, in Cobram. - With support from the Centre for Excellence in Child and Family Welfare, enhanced the capacity to analyse feedback and provide detailed, timely information to service teams. - Commenced use of 'Outcomes Star' tool for better engaging clients in tracking their progress. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Embed routine community forums, rotating across FamilyCare's service area. - Start to analyse and use Outcomes Star data.
<p>FamilyCare's services will adapt to a changing environment.</p>	<p>We will consider local, state and federal reforms, in particular the National Disability Insurance Scheme and Aged Care reforms.</p> <p>We will continue to be a trusted and informed advocate for our clients and communities.</p>	<p>Prepare for transition to the National Disability Insurance Scheme.</p> <p>Records of individual and systemic advocacy.</p> <p>Planned responses to changing client and community needs, particularly in areas of rapid population growth.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Variety of submissions to State and National review processes, particularly in relation to the impacts of welfare reform. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - Secured funding to develop a Bouldering Wall from the Mazda Foundation. - CEO prepared and presented a paper entitled 'Place-based Welfare Conditionality in Australia: experience from the regional city of Shepparton' at an international conference at York University in the UK, at the ACOSS conference and a forum at the University of Queensland. - Completed registration for the NDIS in readiness for full transition. - Provided submissions and evidence to the House of Representatives Inquiry into Intergenerational Welfare Dependence. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Complete the transition to the Client Management System for both Disability and Carer Support Services. - Develop capacity to gather all client data in a common format across all FamilyCare service activities. - Planning for enhanced capacity in Seymour, Wallan and Cobram offices to keep pace with demand and population increases.

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Priority: Our Staff

FamilyCare recognises that its most important asset is its people – staff, volunteers and Board of Management.

Strategic commitments	Actions	Measure of success	Report against Actions
<p>FamilyCare will invest in developing the skills of its people and our sector.</p>	<p>We actively engage in high quality professional development.</p> <p>We will continue to bring sector and community development opportunities to our region.</p> <p>We will offer appropriate placements for students across program areas.</p>	<p>Records of individual and group professional development activities.</p> <p>Feedback from students about placements and interactions with FamilyCare.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Maintained strong commitment to effective professional development and high-quality training. - Hosted, or conducted a variety of training activities alone, or in partnership with sector colleagues. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - Trialled a different model for student placements with local tertiary institutions on behalf of Shepparton Community Share network. - Conducted Aboriginal Cultural Competence Training for FamilyCare's Board and completed a targeted improvement plan. - Two staff members and one volunteer received ten year service awards; five staff and two volunteers received five year awards. - The Director of Grandparents and Kinship Carer's Victoria was guest speaker at FamilyCare's AGM. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Enhance capacity for shared training opportunities across the Shepparton Community Share network.
<p>FamilyCare will recognise and acknowledge effort, achievement and commitment.</p>	<p>We will use a variety of methods to record and celebrate the work of our staff and volunteers.</p>	<p>Records of staff and volunteer contribution and attainment.</p> <p>Events and publications that acknowledge achievements and service.</p> <p>Being sought as an agency of choice for employees and volunteers.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Ongoing acknowledgement of the contributions of staff and volunteers. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - Two volunteer awards in the Greater Shepparton Volunteer of the Year Awards (the team and young female categories). - Completed the Book Inn move to its new home at 94 Wyndham Street, Shepparton. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Complete transition of payroll and related HR functions to on-line provider Eziwaypay to deliver enhanced effectiveness and access for all FamilyCare staff members. - Conduct forum on effective engagement and support for volunteers with Volunteering Victoria. - Complete a structural review of Volunteer support at FamilyCare with assistance from Volunteering Victoria.

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Priority: Support

FamilyCare supports its people with a strong resource and organisational foundation that will be regularly reviewed and improved.

Strategic commitments	Actions	Measure of success	Report against Actions
<p>FamilyCare will maintain and enhance its record of sound, prudent and transparent financial management.</p>	<p>We will provide detailed and honest financial information to our stakeholders and in our public reporting.</p> <p>We will design services to operate within realistic and sustainable budgets.</p> <p>Wherever possible we will reinvest surplus funds in services and the communities in which we work.</p>	<p>Delivery of balanced budgets.</p> <p>Maintaining a sound and effectively managed asset base.</p> <p>Compliance with all legal and financial reporting obligations.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Continued to deliver sound financial management, with another significant surplus. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - Completed all major improvements identified in the 2017 Access Audit. - Completed ISO 9001 : 2015 transition and achieved recertification. - After significant delays (particularly at the Cobram office) completed IT and Communication upgrades across offices. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Ensure appropriate reinvestment of surplus funds in our communities and to benefit our clients.
<p>FamilyCare will actively pursue opportunities for collaboration.</p>	<p>We will build strong and practical partnerships based on mutual respect.</p> <p>We will actively investigate ways to improve the efficiency and quality of support services and administrative functions.</p>	<p>Reports on practical collaboration activities and their impacts.</p> <p>Full and regular acknowledgement of FamilyCare's service partners.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - FamilyCare participates in and / or leads a variety of partnerships and collaborations across our service area. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - The Shepparton Community Share network launched a website and secured a significant Impact Grant from the Helen Macpherson Smith Trust to develop a shared quality framework. - Secured a grant of \$20,000 from the Bennelong Foundation to assist in delivering Sporting Chance with the Community Fund and Greater Shepparton City Council. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Actively engage in building the shared quality framework with our Shepparton Community Share partners.
<p>FamilyCare will raise awareness of its services and brand.</p>	<p>We will actively pursue alternative sources of funding.</p> <p>We will develop community awareness of our activities and our clients' needs.</p>	<p>Evidence of a broader range of funding relationships.</p> <p>Increased opportunities to distribute information and communicate, for example a community newsletter and establishing an appropriate social media presence.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Continued to enhance use of Facebook and Vimeo to reach a broader audience. <p>Highlights for 2018</p> <ul style="list-style-type: none"> - Developed and launched an enhanced website. - Received a number of significant additional grants, including \$20,000 from the Mazda Foundation to build a Boulderling Wall. <p>Priorities for 2019</p> <ul style="list-style-type: none"> - Continue to explore and trial new methods of reaching clients, with a particular focus on young people.