

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

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Reporting on our progress

This is the Final 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. Work on the 2020-2022 Strategic Plan is now complete and it will commence in January 2020.

Priority: Our Services

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

Strategic commitments	Actions	Measures of success	Report against Actions
FamilyCare will seek resources to address service gaps based on need and our capacity to deliver.	<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"> - Pursued targeted funding opportunities in identified priority areas throughout 2019. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - Established an in-house financial counselling service with one full-time staff member, in partnership with Bendigo Family and Financial Services, with the service operating at capacity throughout the year. - Secured additional funding for men's group work activities at Dhurringile prison. - Applied some 2018/19 surplus funds to a pilot therapeutic response to trauma in children and women impacted by family violence, in the Lower Hume area.
FamilyCare recognises the importance of child development in building strong communities.	<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"> - Delivered on all priorities. - Participated in and provided training and community information sessions on a variety of occasions, across our service area. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - Extended the relationship with Kilmore Hospital to deliver the Day Stay Service. - Extended the reach of early years support to parents in Lower Hume in their homes, with a grant from the Flora and Frank Leith Charitable Trust, continuing into 2020. - Appeared before a Victorian Parliamentary Inquiry into early childhood engagement of culturally and linguistically diverse communities.
FamilyCare is committed to listening to its clients and ensuring their feedback is central to service planning.	<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"> - Client feedback work has made it easier for service teams to access data in real time for reflection and planning. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - Implemented the Outcome Star across child and family services to help develop and monitor goals with our clients. - Completed a project to enhance the use and effective reporting of client feedback, with assistance from the Centre for Excellence in Child and Family Welfare. - Community Forum delivered in newly renovated Seymour office in November 2019.

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<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"> - Made submissions to and appeared before a number of formal inquiries, including Senate Inquires into ParentsNext, the Adequacy of Newstart, and the Cashless Debit Card and a House of Representatives - Select Committee Inquiry into Intergenerational Welfare Dependence. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - Successfully navigated the NDIS service transition and in particular: <ul style="list-style-type: none"> - Confirmed continuing demand for IntoRec services. - Identified the need for support coordination and provided extra service options and - Appointed a specialist to assist with FamilyCare's transition across service teams. - Completed a project to build a sensory garden and bouldering wall at FamilyCare's Shepparton office, with a wide variety of community supporters. - Successfully completed our first external audit under the supervision of the Aged Care Quality and Safety Commission. - Undertook research on the impacts of welfare reform and conditionality on single mothers with the Centre for Excellence in Child and Family Welfare and presented findings at the Australian Social Policy Conference in Sydney. - Secured agreement from Greater Shepparton and Mitchell Councils to sign on to ACOSS's campaign to Raise the Rate of Newstart. - Participated in a wide variety of community events, including hosting an Anti-Poverty week activity in Shepparton in cooperation with the Goulburn Social Work Action Group.
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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"> - Numerous professional development activities, from tailored individual training to all-staff delivery, across the year. - Placements continued across all service programs. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - Coordinated and resourced community training activities for identifying and preventing harm from social media delivered by the Dolly's Dream Foundation. - In cooperation with the Shepparton Community Share network, developed a shared Internship pilot with two paid interns appointed and commencing with FamilyCare in early 2020. - Also as part of Shepparton Community Share, participated in a project with Connect GV to develop a shared workforce strategy, tools and documentation. - Held an inaugural 'Carers of FamilyCare' lunch to acknowledge staff members with caring responsibilities and provide an additional network for informal support.
<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"> - Significant activity to review and update FamilyCare's volunteer program to ensure opportunities are relevant and interesting to volunteers. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - Commissioned Volunteering Victoria to review FamilyCare's compliance with the Volunteering Standards and provide training to our senior leaders.

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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"> - Careful review and planning was required during another year of significant and rapid financial changes across FamilyCare's core government funding. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - Completed a major refurbishment of FamilyCare's Seymour office. - Commenced a planning process for major refurbishment of FamilyCare's Cobram office. - Launched a Digital Transformation Project to secure effective and efficient IT and Communications access for the next ten years, with transition expected in the first half of 2020. - Successfully completed three-yearly re-certification against the Human Services Standards and ISO 9001:2015. - Reinvested surplus funds in additional services (for example financial counselling, men's services and therapeutic support for family violence victims).
<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 maintained a variety of networks, collaborations and partnerships in 2019 and added some new ones to great effect. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - The Shepparton Community Share network was particularly active in 2019 and secured a major grant from the Helen Macpherson Smith Trust to undertake a shared project building quality improvement and monitoring capacity. - FamilyCare participated in a consortium led by Merri Health that tendered successfully to deliver the Commonwealth's Carer Gateway service across Victoria, commencing in April 2020.
<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"> - Encouraged staff, volunteers and clients to continue identifying service gaps and needs and sought funding where appropriate. <p>Highlights for 2019</p> <ul style="list-style-type: none"> - A number of successful funding applications to charitable trusts for projects to enhance core government funded activities. - Raised \$48,000 toward the purchase of a new bus for our IntoRec program, through the delivery of a new fundraising activity - the Paddock to Plate Autumn Feast. - Received the largest amount of public donations for FamilyCare's 2019 Christmas distribution, with the Baskets for Joy partnership distributing over 300 hampers to families in need across the region.