

STRATEGIC PLAN 2020-2022 - SUMMARY REPORT AGAINST ACTIONS FOR 2020

Reporting on our progress

This is the first report of FamilyCare's progress against its strategic plan 2020-2022. The report summarises actions, identifies highlights and nominates priorities for 2020 against each of the strategic commitments.

Priority: Our people

Strategic commitments	Actions	Measures of success	Report against Actions
<p>We will always prioritise a strong and supportive team culture.</p>	<p>FamilyCare will invite staff to negotiate an updated Enterprise Bargaining Agreement.</p> <p>Deliver on the recommendations of the Volunteering Victoria review undertaken in 2019.</p> <p>Enhance support to staff and volunteers with caring responsibilities.</p>	<p>Records of consultation and if agreed the negotiation of a new EBA.</p> <p>Report on actions from volunteer review.</p> <p>Variety of activities to support carers.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Planning undertaken for the review and renegotiation of the EBA, with activity deferred to 2021. - Significant focus on responses and supports relevant to the COVID19 pandemic, resultant restrictions and compliance with health directives <p>Highlights for 2020</p> <ul style="list-style-type: none"> - FamilyCare's Volunteer Coordinator was awarded a full scholarship to undertake a Certificate IV in the Coordination of Volunteer Programs. - Our COVID19 responses prioritised the needs of staff with caring responsibilities and health or wellbeing concerns. - Maintained connections with and support for FamilyCare's volunteers, in spite of activity interruptions caused by the pandemic. <p>Priorities for 2021</p> <ul style="list-style-type: none"> - Re-establish paused or altered activities post COVID as it is safe to do so. - Commence negotiations for new EBA.
<p>We will develop our staff and volunteers skills and expertise and celebrate their achievements.</p>	<p>Continue to develop and support high quality professional development.</p> <p>Pursue work with Shepparton Community Share to provide shared training and more opportunities for career advancement.</p>	<p>Records of professional development.</p> <p>Conduct paid internship pilot and report outcomes.</p> <p>Conduct shared workforce pilot and report outcomes.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Significant focus on continuity through COVID restrictions using a variety of different approaches, in response to face-to-face limitations. - Participated in the Shepparton Community Share Shared Workforce activities, within COVID limitations. <p>Highlights for 2020</p> <ul style="list-style-type: none"> - Developed and launched Kineo training platform for staff. - Successful completion of Internship pilot, with ongoing employment options available. <p>Priorities for 2021</p> <ul style="list-style-type: none"> - Recruit new Intern(s). - Make effective use of Shared Workforce groundwork. - Roll-out Kineo platform to volunteers, in particular FamilyCare's Board.
<p>We will ensure our leadership remains effective and is appropriately scaled to our environment.</p>	<p>Undertake a review of FamilyCare's Executive.</p> <p>Recruit HR Manager consistent with FamilyCare's growth and increasing organisational complexity.</p>	<p>Conduct review and report to Board.</p> <p>Appointment of HR Manager.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Executive Review deferred until 2021. - Identified priorities for key HR projects <p>Highlights for 2020</p> <ul style="list-style-type: none"> - Appointed HR Manager and fully integrated the role into FamilyCare's Management structure. - Established an Executive Coronavirus Subcommittee that effectively planned and delivered FamilyCare's pandemic responses. - Undertook a review of the GV Child and Family Services Management structure, creating a fairer distribution of workload and responsibilities and a better platform for shared child and family service activities. <p>Priorities for 2021</p> <ul style="list-style-type: none"> - Undertake the review of FamilyCare's Executive - Work through the identified HR project priorities.

Priority: Our Organisation

Strategic commitments	Actions	Measure of success	Report against Actions
<p>We will report on our progress and actions.</p>	<p>Coordinate FamilyCare's key plans and commitments, with clear timelines for reporting.</p>	<p>Full set of reports. Easy access to publically reported information.</p>	<p>Summary of Actions - FamilyCare has continued to regularly publish key reports on its progress and feedback on its public website. - Prepared proposal for support to build an enhanced evaluation framework and submitted to the Centre for Excellence in Child and Family Welfare.</p> <p>Highlights for 2020 - Publishing the January to June feedback report in full and on time, regardless of the challenges posed by COVID19. - Facilitating a specific sample of client feedback on the Goulburn Child and Family Services Alliance's responses and supports during the COVID19 restrictions.</p> <p>Priorities for 2021 - Continue to pursue the enhanced evaluation framework model.</p>
<p>We will build our skills for identifying how and when FamilyCare invests in new or enhanced services.</p>	<p>Coordinate the criteria and steps for identifying service gaps and opportunities.</p> <p>Train key managers and staff in using common assessment, development and evaluation tools.</p> <p>Promote FamilyCare's willingness to consider service enhancements internally and with key external stakeholders.</p>	<p>Clear, central, consistent guidance.</p> <p>Regular reporting for Board and Managers on enhancement opportunities.</p> <p>Assessments of pilots with evidence of effectiveness and recommendations regarding continuity.</p>	<p>Summary of Actions - Conducted reviews of men's services and FamilyCare's IntoRec disability programs and made significant adjustments to ensure continuing quality and that the services would remain financially viable. - Continued to build the skills of FamilyCare's leaders in using evaluation tools and approaches.</p> <p>Highlights for 2020 - Relocated IntoRec to the Child and Family Services team to ensure its continuing development and viability.</p> <p>Priorities for 2021 - Work with FamilyCare's Board to streamline monthly reports and enhance the usefulness of the briefing materials provided.</p>

Priority: Our Community

Strategic commitments	Actions	Measure of success	Report against Actions
We will grow and evolve to meet the changing needs of our communities.	<p>Engage actively with local Governments, particularly in high growth areas.</p> <p>Enhance the Community Forum model developed in the 2016-2019 Strategic Plan and continue to host regular events across the region.</p>	<p>Strength of relationships with key local government colleagues.</p> <p>Records of Community Forums across FamilyCare's service area.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Maintained close relationship with local governments across the Goulburn Valley. - Postponed the 2020 Community Forum in light of pandemic restrictions and demand pressures. - Provided regular community updates on restrictions and service impacts on FamilyCare's website and Facebook. <p>Highlights for 2020</p> <ul style="list-style-type: none"> - Purchased the property next to FamilyCare's Wallan office, to allow us to grow with the community. - The CEO appeared as a community witness for Mitchell Council in a VCAT appeal against an expansion of a poker machine licence in Wallan. - Conducted the Caring Classmates Competition with Middle Kinglake Primary School, in spite of COVID restrictions. <p>Priorities for 2021</p> <ul style="list-style-type: none"> - Re-establish the Community Forum program, once it is safe to do so.
We will constantly increase our cultural awareness and ensure our services are welcoming and safe.	<p>Develop and launch FamilyCare's first Reconciliation Action Plan (RAP).</p> <p>Every FamilyCare all-staff meeting will include an activity that focuses on a relevant cultural issue or group.</p> <p>Ensure the make-up of FamilyCare's staff and volunteers are broadly representative of our diverse community.</p>	<p>Publication of and reporting against RAP.</p> <p>Records of training / information, easily accessible to staff and volunteers.</p> <p>Acknowledgements of the diversity of FamilyCare's staff and volunteers.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Undertook preparatory work, including establishing community consultations, to inform FamilyCare's reconciliation journey. <p>Highlights for 2020</p> <ul style="list-style-type: none"> - After an Expression of Interest process, appointed FamilyCare's first Reconciliation Action Plan Working Group. - Launched the Kineo platform making the delivery and record keeping for training more reliable. <p>Priorities for 2021</p> <ul style="list-style-type: none"> - Commence substantive work on the Reconciliation Action Plan.
We will be an honest advocate for our clients' needs.	<p>Provide our clients with opportunities to comment on the impact of policy and structural issues on their lives.</p> <p>Make informed comments about policy and system design issues based on our clients' experiences.</p>	<p>Records, papers, submissions, published on FamilyCare's website wherever appropriate.</p> <p>The extent to which our clients entrust FamilyCare with their views and experience.</p> <p>Being sought as an informed commentator.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - FamilyCare's CEO continues to Chair the advocacy group Treating Families Fairly, hosted by the Centre for Excellence in Child and Family Welfare. - Regular updating of website and Facebook with relevant and topical information, particularly during COVID restrictions. <p>Highlights for 2020</p> <ul style="list-style-type: none"> - A variety of submissions and recommendations, based on FamilyCare's experience and our clients needs, in particular: <ul style="list-style-type: none"> - Appearance before the Parliament of Victoria Inquiry into early childhood engagement of culturally and linguistically diverse communities and - A joint submission with the Brotherhood of St Laurence to the Senate Community Affairs Committee's Inquiry into the Social Security (Administration) Amendment (Continuation of Cashless Welfare) Bill 2020. <p>Priorities for 2021</p> <ul style="list-style-type: none"> - Continue to refine the tools with which we gather the views of our clients and community.

Priority: Our Connection

Strategic commitments	Actions	Measure of success	Report against Actions
<p>We will enhance our capacity to access and use relevant communication options.</p>	<p>Complete a major transition of FamilyCare's IT and Communications access and support.</p> <p>Test the effectiveness of our actions with staff and volunteers</p>	<p>Improvements in access, speed and reliability of IT and Communications across FamilyCare's network.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - 2020 was dominated by activity related to our major IT and Communications transition and the technology required to remain connected during COVID restrictions. <p>Highlights for 2020</p> <ul style="list-style-type: none"> - Staying connected!! - Completing our IT and C transition to a purpose built, stand-alone network in August. - Purchasing a large number of laptops in a very short time frame to support staff working from home and ensuring continuity during COVID19 restrictions. <p>Priorities for 2021</p> <ul style="list-style-type: none"> - Stay connected!! - Find 'normal' as COVID restrictions relax. - Review the transition and evaluate the effectiveness of the move.
<p>We will continue to improve how we describe what FamilyCare does and how we do it.</p>	<p>Review FamilyCare's approach to marketing and promotions, to ensure continuing relevance and effectiveness.</p> <p>Wherever appropriate FamilyCare will tailor messages to suit the targeted groups.</p>	<p>Report and recommendations.</p> <p>Feedback from clients and other key stakeholders.</p>	<p>Summary of Actions</p> <ul style="list-style-type: none"> - Like everything else this priority was impacted by COVID19, making it impractical to conduct the anticipated review. <p>Highlights for 2020</p> <ul style="list-style-type: none"> - In an unexpected positive, COVID19 helped FamilyCare to rapidly improve and target our messages to particular client and community groups. - The use of short videos posted online was a real positive, attracting considerable attention, comment and sharing. <p>Priorities for 2021</p> <ul style="list-style-type: none"> - Reflect on the 2020 experience and use it to recast the review of marketing and promotions.