

STRATEGIC PLAN 2020-2022 - SUMMARY REPORT AGAINST ACTIONS FOR 2021

Reporting on our progress

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

Priority: Our people

Strategic commitments	Actions	Measures of success	Report against Actions
We will always prioritise a strong and supportive team culture.	<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"> - Recommended EBA negotiations and hosted three staff meetings. - Produced records of meetings and summaries of key issues that were shared with all staff. - Supported staff and volunteers, including those with caring responsibilities to respond to the changes and stresses of COVID19 restrictions and lockdowns. - Extended access to the Employee Assistance Program by increasing pre-paid sessions. <p>Highlights for 2021</p> <ul style="list-style-type: none"> - After the challenges of commencing an EBA negotiation during a pandemic, FamilyCare was able to refine and reboot the process to provide accessibility and certainty for staff. - Additional COVID19 supports, including paid self-care days. - Feedback from staff and volunteers confirming the supports were effective and appreciated. <p>Priorities for 2022</p> <ul style="list-style-type: none"> - Draft revised EBA and with staff consensus, submit new agreement for approval. - Support volunteers to recommence roles disrupted by COVID restrictions. - Support staff with a safe return to office spaces as restrictions ease.
We will develop our staff and volunteers skills and expertise and celebrate their achievements.	<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"> - Supported continued access to PD and training opportunities remotely, consistent with COVID19 restrictions. - Continued to develop KINEO on-line learning tools. - Upgraded the process for coordinating and recording core training requirements. <p>Highlights for 2021</p> <ul style="list-style-type: none"> - Ensured continuity of access to training and PD, in spite of restrictions. - Successfully on-boarded three new Board members. - Conducted almost continuous recruitment and induction throughout 2021, increasing FamilyCare's total staffing by over 25 per cent across the year. - Appointed our third paid Intern. <p>Priorities for 2022</p> <ul style="list-style-type: none"> - Reconnect staff to shared, in-person activities as restrictions allow. - Embed system for delivery of high quality training across Agency Core Competencies.
We will ensure our leadership remains effective and is appropriately scaled to our environment.	<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"> - A variety of activities with Managers across the year to support them with COVID19 related demands. - Convened the Executive Coronavirus Committee as required, to coordinate actions and provide clear messages. - HR Manager was appointed in 2020 but continued to develop the HR team processes, including establishing a clear operational plan. <p>Highlights for 2021</p> <ul style="list-style-type: none"> - Commissioned a review of FamilyCare's Leadership Capability, in consultation with the Management group. <p>Priorities for 2022</p> <ul style="list-style-type: none"> - As identified in the Leadership Capability Report, prepare and share a Leadership Attributes and Capabilities framework to support FamilyCare's continued development. - Provide enhanced career progression options to better recognise skills and expertise, through and organised reclassification process.

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 - Continued with the production and release of reports as required. - Added an Instagram account to increase the access options for FamilyCare materials.</p> <p>Highlights for 2021 - Maintaining continuity throughout a year of immense challenge.</p> <p>Priorities for 2022 - Continue to enhance the quality and usefulness of public reporting. - Re-establish community forums as restrictions allow.</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 - Continued to analyse service and other relevant data to identify gaps and plan effective responses.</p> <p>Highlights for 2021 - FamilyCare participated in a partnership led by Kids Frist and involving Wellways and Mitchell Council, to identify service gaps and needs in the rapidly growing community of Wallan. - In partnership with the Council for Single Mothers and their Children and GROW Greater Shepparton, FamilyCare led an application to the Commonwealth Department of Social services to run a project called 'By, For and With Single Mothers.' - FamilyCare is a core operational partner in The Orange Door Goulburn, which opened in April 2021.</p> <p>Priorities for 2022 - Depending on funding outcomes, operationalise proposals developed with our partners.</p>

Priority: Our Community

Strategic commitments	Actions	Measure of success	Report against Actions
<p>We will grow and evolve to meet the changing needs of our communities.</p>	<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"> - Ongoing communications with all Councils across FamilyCare's service area. - Because of the impacts of COVID19 restrictions and lock downs across 2021, community forum activities were postponed, although service staff implemented a variety of work-arounds to ensure continuity of communications with clients. <p>Highlights for 2021</p> <ul style="list-style-type: none"> - Close collaboration with Mitchell Council in relation to: <ul style="list-style-type: none"> - the partnership led by Kids First to address rapid growth in Wallan. - developing and opening The Orange Door Access Point in Wallan. - the Community Vision: Mitchell 2050 plan. - Implementation of the Family Preservation Reunification Response (FPRR) with our Alliance partners. <p>Priorities for 2022</p> <ul style="list-style-type: none"> - Re-establish community forums as soon as it is safe and practical to do so. - Assist with the implementation of the DFFH Putting Families First pilot.
<p>We will constantly increase our cultural awareness and ensure our services are welcoming and safe.</p>	<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"> - The Reconciliation Action Plan Working Group continued consulting and drafting, as well as undertaking a series of cultural engagement activities. - In-person all-staff meetings were not possible throughout 2021, because of COVID19 restrictions. <p>Highlights for 2021</p> <ul style="list-style-type: none"> - At the end of November, Reconciliation Australia confirmed endorsement for FamilyCare's Reflect Reconciliation Action Plan. - All staff undertook Aboriginal and Torres Strait Islander Cultural Appreciation training on KIneo. - Significant increase in the range of multi-cultural backgrounds of FamilyCare's staff through recruitment activities in 2021. <p>Priorities for 2022</p> <ul style="list-style-type: none"> - Host a public launch of FamilyCare's Reflect Reconciliation Action Plan. - Recommence Volunteer activities disrupted by COVID19 restrictions. - Enhance and deliver cultural competency training across staff group.
<p>We will be an honest advocate for our clients' needs.</p>	<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"> - Continued to gather information from our clients about the impacts, positive and negative, of policy approaches on their lives and families. <p>Highlights for 2021</p> <ul style="list-style-type: none"> - Provided a number of submissions to public review processes, including the successor plan to the National Framework for Protecting Australia's Children and the Senate Inquiry into the Social Services Legislation Amendment (Strengthening Income Support) Bill 2021. - First report on compliance with the National framework for protecting children. <p>Priorities for 2022</p> <ul style="list-style-type: none"> - Because there will be elections at both a Commonwealth and State level in 2022, FamilyCare will ensure it is able to provide an informed regional view on issues of importance to its clients, as appropriate.

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"> - Planning for transition to more easily relocatable and mobile technology. <p>Highlights for 2021</p> <ul style="list-style-type: none"> - Conducted a review of the IT&C transition process, confirming its effectiveness. <p>Priorities for 2022</p> <ul style="list-style-type: none"> - Continue equipment transition plans.
<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"> - Launched an Instagram account. - Provided regular online updates during COVID19 restrictions, via FamilyCare's Website, Facebook account and the use of video messages. <p>Highlights for 2021</p> <ul style="list-style-type: none"> - Keeping our service communities and clients connected during rolling restrictions and lockdowns. <p>Priorities for 2022</p> <ul style="list-style-type: none"> - Conduct review of messaging options and effectiveness.