



**FamilyCare – Actions and Measurements Summary
Strategic Plan 2020 -2022**

Year 3 Progress Report

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

Reporting on our progress

This is the third report of FamilyCare's progress against its strategic plan 2020-2022. The report summarises actions, identifies highlights and nominates priorities for 2023 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"> - Continued progress with EBA negotiations, holding another six staff meetings across 2022, culminating in the production of a full draft new agreement for staff review. <p>Highlights for 2022</p> <ul style="list-style-type: none"> - Maintained connection for staff and volunteers throughout periods of lockdown and service suspension. - Amendment to a range of processes to ensure appropriate inclusion and recognition of volunteers (for example in CEO induction and the Employee Assistance Program). <p>Priorities for 2023</p> <ul style="list-style-type: none"> - Finalise draft EBA and conduct vote ahead of registration with the Fair Work Commission.
<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"> - Preparations underway for 2023 internship program. <p>Highlights for 2022</p> <ul style="list-style-type: none"> - Mental health masterclass for leaders and enhancements to mental health training and support across FamilyCare's staff. - Created an additional paid internship in the Evaluation and Research team. <p>Priorities for 2023</p> <ul style="list-style-type: none"> - Continue efforts to reconnect staff and volunteers after the significant disruption, uncertainty and emergencies encountered throughout 2022.
<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"> - The Board continued with a range of strategic enhancements to FamilyCare's Governance framework. <p>Highlights for 2022</p> <ul style="list-style-type: none"> - Conducted a Governance planning retreat and determined a series of enhancements to Board recruitment, make-up, tenure, induction and ongoing development. - Recruited a new HR Manager to continue strategic improvements, particularly to digital support platforms. - Recruited an additional Certified Accountant as Finance Team Leader and expanded the Finance and Admin team commensurate with FamilyCare's growth, increasing skills and capacity reducing the reliance on the Director of Business Services. <p>Priorities for 2023</p> <ul style="list-style-type: none"> - Amend FamilyCare's Rules to give effect to the agreed governance enhancements.

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 - Enhanced FamilyCare's use of social media connections for public reporting and commentary.</p> <p>Highlights for 2022 - Maintained schedule of reporting, in spite of frequent interruptions and challenges associated with the pandemic.</p> <p>Priorities for 2023 - Continue with enhancements of accessibility for public reporting. - Prepare for next strategic planning cycle, deferred in response to pandemic challenges.</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 - Established a variety of new service initiatives and partnerships. - Continued to review and upgrade FamilyCare's systems and infrastructure consistent with service needs and population growth.</p> <p>Highlights for 2022 - Appointed PhD candidate to industry based program with La Trobe University, supported by the Bradshaw Family's investment in FamilyCare's research capacity. - Successfully completed a major renovation of FamilyCare's Cobram property.</p> <p>Priorities for 2023 - Plan for the organised migration of FamilyCare's systems to cloud hosting and support. - Upgrade FamilyCare's website. - Commence scoping for Wallan redevelopment.</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>Report against Actions</p> <p>Summary of Actions</p> <ul style="list-style-type: none"> - Maintained existing and established new relationships, consistent with demand requirements and in response to a range of challenges and emergencies. <p>Highlights for 2022</p> <ul style="list-style-type: none"> - Launched the early help service, Hub 3756 in Wallan, with Kids First, as lead and partners Wellways and Mitchell Council. - Participated in one of two statewide Putting Families First pilot sites in a partnership lead by Rumbalara and with Oz Child and The Bridge Youth Service. - Established the Goulburn Flood Recovery Service after the devastation of the October floods across our service region, in partnership with a range of community providers. <p>Priorities for 2023</p> <ul style="list-style-type: none"> - Fully staff and embed the Goulburn Flood Recovery Service to support individual and community recovery. - Participate in the evaluation of the Hub 3756 pilot and if deemed effective, seek additional resources.
<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>Report against Actions</p> <p>Summary of Actions</p> <ul style="list-style-type: none"> - Continued with a wide variety of reconciliation activities across FamilyCare and the community. <p>Highlights for 2022</p> <ul style="list-style-type: none"> - Strong participation in and support of NAIDOC Week activities across the region. - Two staff members attended the Reconciliation Action Plan conference in Sydney. - Successfully completed online progress reporting to Reconciliation Australia. <p>Priorities for 2023</p> <ul style="list-style-type: none"> - Draft and register an Innovate Reconciliation Action Plan.
<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>Report against Actions</p> <p>Summary of Actions</p> <ul style="list-style-type: none"> - Regular participation in community activities, seeking client views on a range of issues and policy impacts. - The CEO continued as Co-Chair of the Centre for Excellence in Child and Family Welfare's Treating Families Fairly network. - The CEO was appointed as a member of the Victorian Government's Social Services Regulation Taskforce. <p>Highlights for 2022</p> <ul style="list-style-type: none"> - Commenced a major research project with the ANU's Children's Policy Centre and Burnie Works, investigating the impacts of vulnerability and disadvantage on children in our region. - Submission to the Senate Select Committee on Work and Care. <p>Priorities for 2023</p> <ul style="list-style-type: none"> - Participate in the release and public discussion of findings of the Children's Policy Centre research project as they become available. - Identify specific needs and advocacy priorities for people and communities impacted by the October 2022 floods.

Priority: Our Connection

Strategic commitments	Actions	Measure of success	Report against Actions
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<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"> - Continued with upgrade and renewal of IT infrastructure, transitioning to mobile support packs. <p>Highlights for 2022</p> <ul style="list-style-type: none"> - Appointed new IT and Communications Coordinator with skills to better assist digital migration and the needs of a more mobile workforce. - Continued upgrades to digital tools for staff and volunteers, particularly in HR supports. <p>Priorities for 2023</p> <ul style="list-style-type: none"> - Prepare for cloud migration. - Conduct selection process for ongoing IT and Communications external support post August 2023 when the current contract expires.
<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"> - Trialled a series of new approaches to recruitment in response to extreme market pressures. <p>Highlights for 2022</p> <ul style="list-style-type: none"> - Conducted review of HR recruitment and marketing. - Developed a series of short recruitment videos, featuring FamilyCare staff and promoted on the website and in social media. - Updated FamilyCare's website to facilitate on-line lodgement of applications and established relationships with a range of recruitment service providers. <p>Priorities for 2023</p> <ul style="list-style-type: none"> - Conduct major review and upgrade of FamilyCare's website. - All recruitment to be via an external recruitment platform