

STRATEGIC PLAN 2020-2022 - SUMMARY REPORT AGAINST ACTIONS FOR 2023

Reporting on our progress

This is the fourth report of FamilyCare's progress against its strategic plan 2020-2022. The report summarises actions, identifies highlights and notes priorities for 2024 will be guided by the Strategic Plan 2024-2026, which is now available on FamilyCare's website.

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"> - Completed negotiations for a new EBA and successfully transitioned to a range of additional features, including: <ul style="list-style-type: none"> - implementing a monthly Accrued Day Off process for full-time staff and - establishing an additional, annual Be Kind to Yourself paid leave entitlement. - Regular interactions with volunteers and expansion in participant numbers and activity options. - Carer support and recognition for staff and volunteers included in core reporting. <p>Highlights for 2023</p> <ul style="list-style-type: none"> - The significant highlight for 2023 was the registration of a new FamilyCare EBA (2024-2026) with the Fair Work Commission. <p>Priorities for 2024</p> <ul style="list-style-type: none"> - Work on the priorities identified in the new Strategic Plan 2024-2026.
<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"> - In January 2023, FamilyCare was informed that its HR and payroll managed service provider was withdrawing from the market, necessitating a move to different service options. - The challenges presented opportunities to improve the recording of professional development and provide an enhanced HR experience for staff and volunteers, from induction to ongoing learning and development. - Most of 2023 was devoted to achieving effective transition. <p>Highlights for 2023</p> <ul style="list-style-type: none"> - The main highlight has been establishing a new online HR platform through external partner ELMO, with improved access to information for staff and volunteers, including supervisors and managers, enhanced online training and development and significant improvements in reporting capability. <p>Priorities for 2024</p> <ul style="list-style-type: none"> - Work on the priorities identified in the new Strategic Plan 2024-2026.
<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"> - Constant review of leadership capacity was required throughout 2023, with FamilyCare's recruitment activities bringing into the organisation a number of new employees equivalent to almost 30 per cent of our total staff complement. <p>Highlights for 2023</p> <ul style="list-style-type: none"> - The appointment of a Quality, Risk and Compliance Manager in the second half of 2023 has boosted FamilyCare's capacity and will provide important support to the Executive and Managers. - Adding an extra HR Coordinator under the supervision of the HR Manager has also increased capacity consistent with FamilyCare's growth and changing responsibilities. <p>Priorities for 2024</p> <ul style="list-style-type: none"> - Work on the priorities identified in the new Strategic Plan 2024-2026.

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 to meet all reporting obligations, publishing key updates on FamilyCare's website.</p> <p>Highlights for 2023 - Business as usual would not normally be a highlight but meeting reporting and transparency obligations, including the voluntary commitments FamilyCare has imposed on itself, after the pandemic years, then the flood emergency of late 2022, was a significant achievement.</p> <p>Priorities for 2024 - Work on the priorities identified in the new Strategic Plan 2024-2026.</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 - Embedded the Goulburn Flood recovery Service (GFRS), with seven service partners and FamilyCare as lead. - Confirmed an independent evaluation for the GFRS to be conducted by academics from Swinburne University. - Continued development work to establish a full and effective suite of evaluation tools, as part of an industry-based PhD project with La Trobe University.</p> <p>Highlights for 2023 - The level of community cooperation to establish, sustain and deliver services through the GFRS has been both inspirational and humbling; FamilyCare has enjoyed its role and appreciated the assistance.</p> <p>Priorities for 2024 - Work on the priorities identified in the new Strategic Plan 2024-2026.</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"> - Maintained strong relationships with all Councils in FamilyCare's service area, in particular Mitchell and Greater Shepparton in the follow up to the October 2022 floods and coordinating recovery activities. - Continued the Hub 3756 project in Wallan with Kids First as lead, as well as Baby College in Seymour. - Numerous community forums and activities across 2023, in a variety of places. <p>Highlights for 2023</p> <ul style="list-style-type: none"> - FamilyCare worked closely with Mitchell Council to respond to and plan for continued population growth, particularly around Wallan and Beveridge. <p>Priorities for 2024</p> <ul style="list-style-type: none"> - Work on the priorities identified in the new Strategic Plan 2024-2026.
<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"> - Significantly increased the engagement of staff and volunteers in activities related to FamilyCare's Reflect Reconciliation Action Plan and completed reporting requirements through Reconciliation Australia. - Transitioned to new ELMO training platform, presenting improved cultural competency training materials and enhanced monitoring and reporting capacity. - Continued to track and improve the diversity of FamilyCare's staff and volunteers, including completion of more detailed reporting obligations to the Workplace Gender Equality Agency. <p>Highlights for 2023</p> <ul style="list-style-type: none"> - We made significant progress on the preparation of a new Innovate Reconciliation Action Plan for completion and submission in 2024. <p>Priorities for 2024</p> <ul style="list-style-type: none"> - Work on the priorities identified in the new Strategic Plan 2024-2026.
<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"> - FamilyCare was involved in a wide range of policy and research activities in 2023 and provided input to a number of reviews and formal inquiries, with submissions published on our website. <p>Highlights for 2023</p> <ul style="list-style-type: none"> - Involvement in the More for Children's research project with the Centre for Children's Policy at the Australian National University. - FamilyCare contributed to the national discussions which saw the punitive ParentsNext welfare conditionality program cease and a replacement, voluntary program developed for commencement in late 2024. <p>Priorities for 2024</p> <ul style="list-style-type: none"> - Work on the priorities identified in the new Strategic Plan 2024-2026.

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"> - Continued with a major project to migrate FamilyCare's key information and data storage to the Cloud and embed Microsoft teams. - Developed a new and updated SharePoint site as part of the Cloud migration project. - In late 2023, FamilyCare was informed that its IT and Communications managed service provider was exiting the market, triggering a rapid search for a replacement. <p>Highlights for 2023</p> <ul style="list-style-type: none"> - Completing the Cloud migration project with relatively minimal disruption. - Using the experience from the HR managed service withdrawal, FamilyCare selected and appointed a new IT and Communications support provider for commencement in early 2024. <p>Priorities for 2024</p> <ul style="list-style-type: none"> - Work on the priorities identified in the new Strategic Plan 2024-2026.
<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"> - Throughout 2023, FamilyCare continued to refine and tailor its client and stakeholder messages and marketing. - Feedback reports were all completed and released on time, showing consistently positive results. <p>Highlights for 2023</p> <ul style="list-style-type: none"> - In a specific area of promotion, FamilyCare returned to near full employment in the second half of 2023, after several years of disruption which produced significant vacancies. <p>Priorities for 2024</p> <ul style="list-style-type: none"> - Work on the priorities identified in the new Strategic Plan 2024-2026.