Strategic Plan 2024 – 2026
Summary Report Against Actions December 2025

Priority: People			
Strategic commitments	**Actions**	**Measures of success**	**Report against Actions**
We will provide a work environment people choose to join, which supports the wellbeing and effectiveness of our staff and volunteers	- Enhance our investment in wellbeing, career development and engagement for FamilyCare's Staff and Volunteers. - Ensure our infrastructure keeps pace with FamilyCare's growth and development. - Provide information to prospective staff and volunteers about why FamilyCare is an employer of choice.	- Collection and sharing of workplace wellbeing measures for staff and volunteers at least once a year. - Establish, support and report on the activities of Workforce Development and Wellbeing Committees. - Audit the sufficiency and effective use of FamilyCare's offices and apply this information in planning and budgeting. - Infrastructure that supports FamilyCare staff and our work. - Regular review and publication of attraction and retention rates of staff and volunteers.	**Summary of Key Actions for 2025** - Communication and activities on relevant wellbeing events including; - R U OK? Day - Mental Health Month - Work Health Safety Month - Acacia Wellbeing Magazine - Quarterly reporting to Board continues to include metrics on excessive leave balances. - Monthly excessive leave reports to Managers - Study Leave and Award for fees continue twice a year and continue recording study leave into payroll processing. - Career Progression Procedure updated. - Significant progress on IT systems to support staff and our work: – Multi Factor Authentication – Intune for management of mobile devices - Exclaimer email signature management - Security awareness training - Upgrade of site internet / network security - Begin decommissioning of onsite servers - Portals for secure document sharing **Priorities for 2026** - Implement Psychological Safety frameworks across the agency, including the introduction of a confidential reporting mechanism and undertaking a self-assessment. - Develop and implement a Workforce Development Plan.

			• Reestablish the Workforce Development Committee to support the Plan.
			• Implement a process for collecting culture data and undertake a Workplace Culture Survey. Finalise IT Project transition to virtual server to provide improved security, efficiency and reliability.
			• Review intent and effectiveness of this priority area and use information to guide the development of the new Strategic Plan.

Priority: Service			
Strategic commitments	**Actions**	**Measure of success**	**Report against Actions**

We will deliver high quality services, to suit our client's needs and aspirations, continually aiming to improve.	• Provide clear information about the services and supports FamilyCare offers, to help clients make informed choices and to explain our development decisions.
	
	• Continue to enhance FamilyCare's engagement with community and commitment to place.
	
	• Consider the findings of the FamilyCare / LaTrobe industry-based PhD to make lasting improvements to managing information and evaluating effectiveness.
		• Implement a consistent platform for service planning and review to ensure decision making is based on:
		
		  - Need
		  - Location
		  - Capacity
		  - Evidence and
		  - Quality.
		
		• Regular community engagement using a variety of means and media across FamilyCare's service area, with annual summaries.
		
		• Continued compliance with relevant standards, maintaining voluntary registration against the ISO 9001 Governance and Management framework.
			Summary of Key Actions for 2025
			
			• FamilyCare presence at local events and days of celebration
			• Consistent communication on social media platforms
			• Regular monitoring and evaluation on relevant plans and communication via the FamilyCare website.
			
			Priorities for 2026
			
			• Develop a process for implementing a desk top review of all services to ensure alignment to the next iteration of FamilyCare's Strategic Plan.
			
			• Continued commitment to maintaining formal ISO 9001:2015 certification.
			
			• Ongoing improvements to managing information and evaluating effectiveness.
			
			• Review intent and effectiveness of this priority area and use information to guide the development of the new Strategic Plan.

Priority: Community

Strategic Commitments	Actions	Measures of success	Report against Actions
We will be connected with and committed to our community, as it changes and grows, respecting our differences and building opportunities to share.	• Plan for rapid population expansion in the southern end of FamilyCare's service area. • Partner with and in communities to support suitable, sustainable, and localised actions. • Build our social media and marketing presence to better describe FamilyCare's activities and improve accessibility.	• Establish a Future Planning subcommittee of FamilyCare's Board, to engage with relevant funding bodies and stakeholders and provide Quarterly updates to the full Board. • Contribute to evaluations of the various partnerships in which FamilyCare participates and assist with the implementation of any findings. • Continue to lead the Goulburn Flood Recovery Service for as long as required and evaluate the strengths and weaknesses of the partner model. • Evaluate and enhance FamilyCare's use of social media, based on our clients' need and feedback • Regular reports on the strength of FamilyCare's partnerships and relationships.	**Summary of Key Actions for 2025** • Flood Recovery Service finalised. Any existing clients supported to access relevant services if required. **Priorities for 2026** • Embed our ability to respond to Emergency Recovery with our local partners when required • Develop a Social Media Plan • Effective utilisation of social media to promote FamilyCare's suite of service options working towards FamilyCare's Vision. • Review intent and effectiveness of this priority area and use information to guide the development of the new Strategic Plan.

Priority: Engagement

Strategic Commitments	Actions	Measures of success	Report against Actions
We will listen, we will be present, we will work with and advocate for our clients and community.	• Advocate to ensure the voices of FamilyCare's clients and community are heard and considered in the development and review of policy. • Ensure effective engagement with each of the communities in which FamilyCare operates. • Ensure our advocacy confirms that FamilyCare listens and reflects the views that are shared with us.	• More and better collection and use of feedback. • References to the voice of lived experience in FamilyCare's reporting commentary and submissions. • An increase in the volume and proportion of feedback from children and young people. • Establishment of local liaison leads across FamilyCare's service teams. • Evidence of increased capacity across staff and leaders to engage externally and be seen as trusted sources and conduits of information.	**Summary of Key Actions for 2025** • Service Improvement raised to consider and implement feedback opportunities for children and young people. **Priorities for 2026** • Continuation of solicited feedback opportunities as well as promoting opportunities for unsolicited feedback for our service users across the lifespan. • Consider and explore the feasibility of creating a FamilyCare Consultative Committee to support hearing the voice of people with lived experience ensuring the group is intersectional by design and engagement is authentic. • Review intent and effectiveness of this priority area and use information to guide the development of the new Strategic Plan.