



## **Strategic Plan 2012 – 2015**

## Vision

FamilyCare will work with individuals, families and communities to build strengths, enhance resilience, support networks, increase wellbeing and encourage optimism.

## Core Values

The following values guide all of FamilyCare's activities and interactions:

- Respect for all people and of their right to reach full potential
- Empowerment of clients and staff to achieve individual and collective goals
- Integrity – our actions are consistent with our beliefs
- Leadership on issues that impact adversely on individuals and families in our communities
- Communication – a commitment to open and ongoing dialogue with all stakeholders
- Professionalism in all aspects of our work with clients, communities, partners and other stakeholders

## Strategic Priorities

- FamilyCare will create and deliver dynamic, flexible and accessible services which respond to the needs of our clients, whether individuals or families and the needs of the communities in which we work
- FamilyCare recognises that its most important asset is its people – staff, volunteers and Board of Management
- FamilyCare is a significant provider of rural and regional services and will show leadership to benefit the communities it serves
- FamilyCare has a strong organisational foundation that it will review regularly and constantly improve

## Priority: Our Services

FamilyCare will create and deliver dynamic, flexible and accessible services which respond to the needs of our clients, whether individuals or families and the needs of the communities in which we work.

Strategic commitments	Actions	Measures of success
<p><b>FamilyCare will seek resources to enhance its services based on client needs and the capacity to deliver</b></p>	<ul style="list-style-type: none"> <li>• Investigate extending the portfolio of services, in particular pursuing opportunities for prevention and early intervention.</li> <li>• Develop a Funding and Services Framework to guide coordinated decision making on funding applications.</li> <li>• FamilyCare will respect the expertise and skills of other organisations and seek to partner where it would be of benefit to our clients to do so.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent understanding of how and when to seek funding across the service teams.</li> <li>• Access to additional support where required.</li> <li>• Central tracking of submissions and applications.</li> <li>• Progress reports against prevention and early intervention priorities.</li> <li>• Regular analysis of funding outcomes, including gap analysis.</li> <li>• Monitoring of partnerships and regular evaluations.</li> </ul>
<p><b>In the promotion of its services FamilyCare will give priority to the needs, the location and capacity of its clients</b></p>	<ul style="list-style-type: none"> <li>• Develop a marketing and promotions plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Central record of promotional activities and feedback.</li> <li>• Regular review for gap analysis and planning.</li> </ul>
<p><b>FamilyCare will proactively monitor and review services to make sure they constantly improve and provide a variety of opportunities to clients to comment on the effectiveness of what they receive</b></p>	<ul style="list-style-type: none"> <li>• Develop and embed reliable quality systems across the organisation.</li> <li>• Develop an organisation wide, consistent process to record client feedback, respond to complaints and make use of this information to improve services.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing internal review.</li> <li>• Central improvement register, tracking ongoing activities.</li> <li>• Central feedback, with reliable workflows and regular review.</li> </ul>

## Priority: Our People

FamilyCare recognises that its most important asset is its people – staff, volunteers and Board of Management.

Strategic commitments	Actions	Measures of success
<p><b>FamilyCare will always seek to attract, develop and retain suitable, skilled and committed people</b></p>	<ul style="list-style-type: none"> <li>• Continue to develop recruitment strategies that attract skilled staff.</li> <li>• Ensure staff and volunteer development programs identify and nurture potential.</li> <li>• Ensure the achievements of staff and volunteers are appropriately recognised and celebrated.</li> </ul>	<ul style="list-style-type: none"> <li>• A range of skilled experienced staff.</li> <li>• Stability in staffing across work teams.</li> <li>• Reliable, centralised staff records.</li> <li>• Evidence of 'reinvestment' in the sector, through trainee development and student and work placement activities.</li> </ul>
<p><b>FamilyCare is committed to providing effective and high quality support to our people and a respectful environment</b></p>	<ul style="list-style-type: none"> <li>• FamilyCare Supervision and Support Framework will be reviewed to ensure ongoing effectiveness.</li> <li>• Employee Assistance Program will be evaluated and updated as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Review reports and progress against recommendations.</li> <li>• Levels of usage and recording and review of staff feedback.</li> </ul>

## Priority: Our Community

FamilyCare is a significant provider of rural and regional services and will show leadership to benefit the communities it serves.

Strategic commitments	Actions	Measures of success
<p><b>FamilyCare will be aware of and responsive to the needs of its community/ies</b></p>	<ul style="list-style-type: none"> <li>• An across agency community engagement plan will be developed.</li> <li>• Provide priority responses to the needs of disadvantaged and marginalised groups in the design and delivery of services.</li> <li>• Develop an agency research framework to ensure all activities, internal and in partnership, focus on issues of importance to FamilyCare’s clients and results are recorded and shared to produce maximum benefit.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of and regular engagement with key community stakeholders.</li> <li>• Routine review of priorities and early identification of emerging needs.</li> <li>• Central recording of research activities.</li> <li>• Stakeholders can access useful materials through a variety of media.</li> <li>• Identification and pursuit of partnership opportunities and evaluation of their relative success.</li> </ul>
<p><b>FamilyCare will advocate on important social policy issues consistent with agency values on behalf of its clients and its community/ies</b></p>	<ul style="list-style-type: none"> <li>• FamilyCare will advocate on behalf of its clients to ensure their needs are understood and acknowledged.</li> <li>• Track the impacts of new policy initiatives of relevance to our clients (for example Health &amp; Disability Care reform and the Commonwealth Budget initiatives announced in May 2011).</li> </ul>	<ul style="list-style-type: none"> <li>• Recording and publication of submissions and related advocacy material.</li> <li>• Opportunities developed for clients and staff to understand the nature of changes and provide feedback on the impacts.</li> </ul>

## Priority: Our Organisation

FamilyCare has a strong organisational foundation that it will review regularly and constantly improve.

Strategic commitments	Actions	Measures of success
<p><b>FamilyCare commits to sound and prudent financial management to ensure sustainability</b></p>	<ul style="list-style-type: none"> <li>• To ensure ongoing resilience, FamilyCare’s planning for staff and physical asset needs will consider sustainability, succession and replacement.</li> </ul>	<ul style="list-style-type: none"> <li>• Routine review and planning.</li> <li>• Sound central record management.</li> <li>• Clear, transparent financial reporting delivered in full and on time.</li> </ul>
<p><b>FamilyCare will purchase, maintain and continuously review an asset base sufficient to support its activities, the needs of its clients and staff</b></p>	<ul style="list-style-type: none"> <li>• FamilyCare will purchase and contract in ways that deliver value for money and give priority to supporting local providers.</li> <li>• Conduct and publish a detailed needs analysis of property and infrastructure requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and maintain relationships with local providers.</li> <li>• A clear, evidence base for procurement and maintenance decisions.</li> </ul>
<p><b>The FamilyCare systems technology and communication support will be designed to meet practical needs, as well as maintaining the ability to respond to significant change</b></p>	<ul style="list-style-type: none"> <li>• Establish effective tools for staff to share information across programs and better inform the general community of FamilyCare’s activities.</li> <li>• Develop an information technology planning tool to guide decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate levels of infrastructure for staff and volunteers to conduct their activities.</li> <li>• Evidence of increased sharing of information, systems and processes across the Agency.</li> </ul>

## Reporting on our progress

The Vision, Values, Priorities and Commitments in this Strategic Plan will inform operational planning across FamilyCare's various teams and services. Operational reporting will consider the actions and measures against the strategic commitments.

FamilyCare's Board will be provided with regular updates on the agency's progress against the strategic commitments throughout this Plan's period of operation.

An annual summary of those progress reports will be produced and published on FamilyCare's website.





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COBRAM



WALLAN



KINGLAKE



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