

Caroline Chisholm Society Strategy and Plan

Inspired by Caroline Chisholm, we support pregnancy, children and families. We were established in 1969 so that women can be supported to continue their pregnancies. The organisation has grown into a professional agency of social and community services for expectant and new mothers.

Our strategy is to grow into three sustainable locally embedded sites in Moonee Ponds, Caroline Springs and Goulburn Valley by 2025. Our plan is for staff and volunteers to focus on effective services, strong finances and sound governance. Our plan outlines tasks that will ensure we have progressed towards our goal of being 'bigger but not too big' by 2020.

The organisation is clearly focussed on supporting women with their pregnancy and early parenting to create a safe and nurturing environment for children. In doing so, we aim to prevent and alleviate the impacts of poverty, homelessness, family violence and issues with mental health.

Effective Services

By 2020, the families supported by the Caroline Chisholm Society will be more able to keep children safe and healthy. Parents, families and communities will increase in confidence as a result of our support. We will do this by providing quality family and pregnancy support, with authoritative leadership in social and community work locally and by influencing policy nationally. We will also do this by locating our services closer to our clients. We will know we are on track if we are a free of charge, reliable and well-known service provider in Victoria, we are a quality service provider in the Goulburn Valley, and evidence-based evaluation illustrates our success.

The Caroline Chisholm Society plan to 2018:

To achieve this, we will	We will know we are on track if	It will be led by
1. offer pregnancy and family support by counselling and casework through integrated family support, homelessness support and one-off appointments.	<ul style="list-style-type: none"> • our client numbers are stable or increasing • our funding targets are met 	Manager, Pregnancy and Family Services Manager, Pregnancy and Family Services
2. supplement our support with mentoring and maintenance by trained volunteers	<ul style="list-style-type: none"> • more mentoring and maintenance volunteers are engaged with clients • more clients are able to have their material aid and emergency relief needs met 	Manager, Pregnancy and Family Services Manager, Pregnancy and Family Services
3. locate more services in the growth region of western Melbourne, near public transport and in regional Victoria.	<ul style="list-style-type: none"> • our office in Caroline Springs houses a greater variety of services and a master plan for the site has been developed. • our office in the Moonee Valley is in fit for purpose accommodation. • our office in Shepparton is consistently open for distribution of new and pre-loved goods and social support. 	Chief Executive Officer Chief Executive Officer Manager, Pregnancy and Family Services
4. deliver more services needed by expectant and new mothers	<ul style="list-style-type: none"> • we have funding for our ideas for social groups, practical parenting training, and financial support come to fruition. 	Manager, Pregnancy and Family Services
5. improve the quality of our services	<ul style="list-style-type: none"> • our quality plan is completed • quality and registration standards are met, and one is exceeded. 	Manager, Pregnancy and Family Services Manager, Pregnancy and Family Services
6. participate in local and state-wide processes informed by a strong evidence base.	<ul style="list-style-type: none"> • we have a Caroline Chisholm Society service record system that offers effective regular reports on service provision. • we are consulted on major projects relevant to our clients. • we actively engage with universal services in the Brimbank Melton integrated family services catchment. 	Chief Executive Officer Chief Executive Officer Manager, Pregnancy and Family Services

Strong Finances and Administration

By 2020, the finances of the Caroline Chisholm Society will include regular funding from diverse sources and its administration will assure seamless client experiences. We will continue to ensure that the Society is in a financial and administrative position able to support its services. We will do this by fostering our relationship with government, corporate sponsors and philanthropists, and by growing our private fundraising income. We will also do this by ensuring our documents and policies are consistent and simple to access. We will know if we are on track if we have secure ongoing financial support from government, members and the community. We will also know if we are on track if our documents are easily navigated and accessible from any internet-connected computer.

The Caroline Chisholm Society plan to 2018:

To achieve this, we will	We will know we are on track if	It will be led by
1. increase our income from Government	<ul style="list-style-type: none"> increase the total income from government outside family services. 	Finance and funding subcommittee
2. increase our income from corporate sponsors and philanthropists	<ul style="list-style-type: none"> increase the proportion of our income from sources other than State Government by 20% by 2018. 	Finance and funding subcommittee
3. increase our income from private fundraising	<ul style="list-style-type: none"> we hold two CCS functions per year run the stall effectively with a view to moving into formal retail in the future we have income from our ideas (such as leasing, retail, cooking classes) comes to fruition 	Finance and funding subcommittee Volunteer Coordinator Finance and funding subcommittee
4. set and adhere to budgets designed to maximise service provision	<ul style="list-style-type: none"> we achieve a net surplus or deficient of less than 5% each year, acknowledging asset purchases and donation campaigns. 	Chief Executive Officer
5. maintain our website, intranet and shared drive	<ul style="list-style-type: none"> our website has been refreshed and includes a translation facility our intranet is maintained our shared drive is migrated 	Manager, Corporate Services Manager, Corporate Services Manager, Corporate Services
6. ensure the Board and Managers have access to critical contractual and risk management information	<ul style="list-style-type: none"> our central registers are maintained our new and pre-loved goods registered of hard goods are maintained 	Manager, Corporate Services Manager, Corporate Services

Sound Governance and Management

By 2020, the Caroline Chisholm Society will be a model Community Service Organisation. We will do this by regularly updating and implementing policies and procedures that are informed by best practice. We will know we are on track if membership, staffing and volunteering is strong and engaged, our community knows what we do, our regulators are satisfied and our clients are engaged in our decision-making.

The Caroline Chisholm Society plan to 2018:

To achieve this, we will	We will know we are on track if	It will be led by
1. develop and adhere to our strategy, policy and plans that are responsive to the needs of clients	<ul style="list-style-type: none"> • all governance and risk policies have been reviewed within three years • all operational policies have been reviewed within three years. • we have a pregnancy and family services plan by the end of 2015 • we have a corporate services plan by the end of 2015 • we have updated our Goulburn Valley plan by the end of 2015 • clients are consulted prior to the release of strategic documents, including service brochures. 	Governance and Risk Subcommittee (w. CEO) Manager, Pregnancy and Family Services Manager, Pregnancy and Family Services Manager, Corporate Services Manager, Pregnancy and Family Services Manager, Pregnancy and Family Services
2. recruit and retain members	<ul style="list-style-type: none"> • we have 100 members in 2020. • we have 75% of members in 2015 still members in 2018. 	Chief Executive Officer Chief Executive Officer
3. recruit and retain volunteers	<ul style="list-style-type: none"> • we maintain the five volunteering programs in 2015 that we had in 2013. • we have 30% more volunteers in 2018 than we had in 2015. • we have 20% of the volunteers in 2015 still volunteers in 2020. 	Chief Executive Officer Chief Executive Officer Chief Executive Officer
4. recruit, retain and adequately train suitably qualified staff	<ul style="list-style-type: none"> • we are investing in training for individual and group needs • our IT systems are improved • an OH&S plan is in place and being implemented 	Manager, Pregnancy and Family Services Chief Executive Officer Chief Executive Officer
5. build community support that is not dependent on time.	<ul style="list-style-type: none"> • we have issued quarterly newsletters. • we have spoken at local functions and events for each site • we have a presence in local press for each site 	Chief Executive Officer Site supervisors Chief Executive Officer
6. meet the requirements corporate and quality regulators	<ul style="list-style-type: none"> • reports to the ACNC, ASIC, ATO, Work Safe and other regulators are accurate and on time. • quality and registration standards are met, and one is exceeded (as above) 	Governance and Risk Committee (w. M,CS) Manager, Pregnancy and Family Services