

Draft for consultation

This document – our strategic plan – covers the work and
Draft Strategic Plan for Caroline Chisholm Society
For comment by 1 June 2018
Comments to be provided to secretary@caroline.org.au

Caroline Chisholm Society Strategy and Plan: 2018 - 2020

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 and families.~~

Our strategy is to grow into three sustainable locally embedded sites in Moonee Valley, Caroline Springs and Goulburn Valley by ~~2025~~2030. ~~Our plan is for staff and volunteers to focus on effective services delivered by skilled volunteers and staff, strong finances from a diverse range of sources and sound governance of the organisation and its service provision.~~ Our plan outlines tasks that will ensure we have progressed towards our goal of being 'bigger but not too big' by ~~2020~~2025.

The organisation is clearly focussed on supporting women with their pregnancy and early parenting to create a safe and nurturing environment for infants and young children. In doing so, we ~~work with the whole family aim~~ to support secure attachment ~~by and preventing~~ and alleviate ~~ing~~ the impacts of poverty, homelessness, family violence and issues with mental health.

Commented [HC1]: This change continues to acknowledge the special of motherhood and the need for those around her to be supported and/or to support babies and toddlers in the care of others, including fathers.

Commented [HC2]: This change is to demonstrate that CCS will be focussed on building a learning culture, increasing our funding and effectively managing risk.

Effective Services

By ~~2020~~2025, 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~~2020:

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 	<p>Director Programs</p> <p>Director Programs</p>
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 	<p>Director Programs</p> <p>Director Programs</p>
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 <ul style="list-style-type: none"> houses a greater variety of services <u>is more engaged in local community</u> and a master plan for the site has been developed. our office in the Moonee Valley is in fit for purpose accommodation, and offering tenancy to <u>offers a wider range of services for during and after pregnancy and is available for drop in visits to a social and community services worker from 9-5 Monday to Friday.</u> our office in Shepparton has philanthropic or government funded services with the equivalent of least two full time staff. is consistently open for distribution of new and pre-loved goods and social support. 	<p>Director Programs</p> <p>Chief Executive Officer</p> <p>Director Programs</p> <p>Director Programs</p>
4. deliver more services needed by expectant and new mothers	<ul style="list-style-type: none"> we are offering social, play and/or parenting groups. we are planning practical parenting training. we are planning financial support. 	<p>Director Programs</p> <p>Director Programs</p> <p>Director Programs</p>
5. improve the quality of our services	<ul style="list-style-type: none"> <u>we have a practice framework that describes how we work across casework support, group work, volunteer programs and pregnancy and family support appointments and counselling</u> our quality plan and CQI plans are adhered to and reported against. the health and human services and management standards are met. 	<p>Director Programs</p> <p>Director Programs</p> <p>Director Programs</p>

Strong Finances and Administration

By ~~2020~~2025, 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 ~~2019~~2020:

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. 	CEO
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. 	CEO
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 	CEO CEO CEO
4. set and adhere to budgets designed to maximise service provision	<ul style="list-style-type: none"> we achieve a net surplus or deficit are on budget within of less than 5% of approved budget each year, acknowledging asset purchases and donation campaigns. we target fundraising activities directly to client services budgets 	Manager, Business Operations Manager, Business Operations
5. maintain our website, intranet and shared drive	<ul style="list-style-type: none"> our website upgrade is complete with a translation facility our policy and procedures webpage is maintained our shared drive is maintained 	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 risk approach has been overhauled and we have met the QIC standards for safety and quality integration. our central registers are maintained safety checking of new and pre-loved goods is completed and retained on the file of the client to whom the goods were issued. 	Manager, Business Operations Manager, Business Operations Director Programs

Commented [HC3]: Under this plan, direct client support becomes the area that fundraising is targeted to.

Sound Governance and Management

By ~~2020~~2025, 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~~2020:

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 updated our pregnancy and family services plan by the end of 2017 • we have updated our corporate services plan by the end of 2017 • we have updated our Goulburn Valley plan by the end of 2017 • 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 2017 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. make Caroline Chisholm Society a great place to work, 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 • we have recruited suitably qualified staff • we have retained our best people • we have invested in informal and formal qualifications relating to skills of service delivery, leadership, general management, and governance. • we have surveyed staff about satisfaction and worked to improve retention and morale 	Director Programs Director Programs CEO Manager, Business Operations
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 • held a mothers day and children's week party each year. 	CEO CEO CEO CEO

Commented [HC4]: Under this plan, people becomes a place for investment of other funds including those raised through grants and rental.

<p>6. meet the requirements corporate and quality regulators</p>	<ul style="list-style-type: none"> • reports to the ACNC, ASIC, ATO, Work Safe and other regulators are accurate and on time. • retain accreditation under the health and human services. • achieve and retain QIC accreditation. 	<p>Manager, Business Operations</p> <p>Director Programs</p> <p>Manager, Business Operations</p>
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