

## ***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 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 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 to support secure attachment and prevent and alleviate the impacts of poverty, homelessness, family violence and issues with mental health.

## Effective Services

By 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 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"> <li>our client numbers are stable or increasing</li> <li>our funding targets are met</li> </ul>	Director Programs  Director Programs
2. supplement our support with mentoring and maintenance by trained volunteers	<ul style="list-style-type: none"> <li>more mentoring and maintenance volunteers are engaged with clients</li> <li>more clients are able to have their material aid and emergency relief needs met</li> </ul>	Director Programs  Director Programs
3. locate more services in the growth region of western Melbourne, near public transport and in regional Victoria.	<ul style="list-style-type: none"> <li>our office in Caroline Springs <ul style="list-style-type: none"> <li>is more engaged in local community and</li> <li>a master plan for the site has been developed.</li> </ul> </li> <li>our office in the Moonee Valley 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.</li> <li>our office in Shepparton has philanthropic or government funded services with the equivalent of least two full time staff.</li> </ul>	Director Programs Chief Executive Officer  Director Programs  Director Programs
4. deliver more services needed by expectant and new mothers	<ul style="list-style-type: none"> <li>we are offering social, play and/or parenting groups.</li> <li>we are planning practical parenting training.</li> <li>we are planning financial support.</li> </ul>	Director Programs  Director Programs Director Programs
5. improve the quality of our services	<ul style="list-style-type: none"> <li>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</li> <li>our quality plan are adhered to and reported against.</li> <li>the health and human services and management standards are met.</li> </ul>	Director Programs  Director Programs  Director Programs
6. participate in local and state-wide processes informed by a strong evidence base.	<ul style="list-style-type: none"> <li>a service record system that offers effective regular reports on service provision has gone live and by June 30 2019 we are able to run reports consistent with a revised clinical governance policy.</li> <li>we are consulted on major projects relevant to our clients.</li> <li>we engage in discussions with universal, secondary and tertiary services in our local areas.</li> </ul>	Chief Executive Officer  Chief Executive Officer  Director Programs

## ***Strong Finances and Administration***

By 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 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"> <li>increase the total income from government outside family services.</li> </ul>	CEO
2. increase our income from corporate sponsors and philanthropists	<ul style="list-style-type: none"> <li>increase the proportion of our income from sources other than State Government.</li> </ul>	CEO
3. increase our income from private fundraising	<ul style="list-style-type: none"> <li>we hold two CCS functions per year</li> <li>run the stall effectively with a view to moving into formal retail in the future</li> <li>we have income from our ideas (such as leasing, retail, cooking classes) comes to fruition</li> </ul>	CEO CEO CEO
4. set and adhere to budgets designed to maximise service provision	<ul style="list-style-type: none"> <li>we achieve within 5% of the approved budget each year, acknowledging asset purchases and donation campaigns.</li> <li>we target fundraising activities directly to client services budgets</li> </ul>	Manager, Business Operations Manager, Business Operations
5. ensure the Board and Managers have access to critical contractual and risk management information	<ul style="list-style-type: none"> <li>our risk approach has been overhauled and we have met the QIC standards for safety and quality integration.</li> <li>our central registers are maintained</li> <li>safety checking of new and pre-loved goods is completed and retained on the file of the client to whom the goods were issued.</li> </ul>	Manager, Business Operations Manager, Business Operations Director Programs

## ***Sound Governance and Management***

By 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 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"> <li>all governance and risk policies have been reviewed within three years</li> <li>all operational policies have been reviewed within three years.</li> <li>we have reported against our strategic, operational and quality plan demonstrating a new culture of learning, accountability and focus on raising funds to help meet the needs of pregnant and new families.</li> <li>clients are consulted prior to the release of strategic documents, including service brochures.</li> </ul>	Governance and Risk Subcommittee (w. CEO) Director Programs  Manager Business Operations  Director Programs
2. recruit and retain members	<ul style="list-style-type: none"> <li>we have 100 members in 2020.</li> <li>we have 75% of members in 2018 still members in 2020.</li> </ul>	Chief Executive Officer Chief Executive Officer
3. recruit and retain volunteers	<ul style="list-style-type: none"> <li>we maintain the five volunteering programs in 2020 that we had in 2013.</li> <li>we have 30% more volunteers in 2020 than we had in 2018.</li> <li>we have 20% of the volunteers in 2018 still volunteers in 2020.</li> </ul>	Chief Executive Officer  Chief Executive Officer  Chief Executive Officer
4. make Caroline Chisholm Society a great place to work.	<ul style="list-style-type: none"> <li>we have recruited suitably qualified staff</li> <li>we have retained our best people</li> <li>we have invested in informal and formal qualifications relating to skills of service delivery, leadership, general management, and governance.</li> <li>we have surveyed staff about satisfaction and worked to improve retention and morale</li> </ul>	Director Programs Director Programs CEO  Manager, Business Operations
5. build community support that is not dependent on time.	<ul style="list-style-type: none"> <li>we have issued quarterly newsletters.</li> <li>we have spoken at local functions and events for each site</li> <li>we have a presence in local press for each site</li> <li>held a mothers day and children's week party each year.</li> </ul>	CEO CEO  CEO  CEO
6. meet the requirements corporate and quality regulators	<ul style="list-style-type: none"> <li>reports to the ACNC, ASIC, ATO, Work Safe and other regulators are accurate and on time.</li> <li>retain accreditation under the health and human services.</li> <li>retain QIC accreditation.</li> </ul>	Manager, Business Operations Director Programs  Manager, Business Operations