



## 2011-2013 Strategic Plan

**This document provides a summary of the Child & Family Services (CAFS) Strategic Plan 2011-2013.**

Its purpose is to provide a snapshot of the service and organisational themes that will guide CAFS activities to 2013.

*Together we make a difference*

### **Key themes guiding this Strategic Plan**

Six key themes have been identified as central to our work and will guide the implementation of the 2011-13 Strategic Plan:

#### **SERVICE THEMES**

1. CAFS will contribute to improved safety and wellbeing for children and young people
2. CAFS will work to prevent family violence
3. CAFS will work to achieve social justice for people in our communities
4. CAFS will provide support for individuals, families and communities at the earliest opportunity

#### **ORGANISATIONAL THEMES**

5. CAFS will plan and develop in response to the communities it serves
6. CAFS will enhance its organisational capacity and quality.



For more information or to access the complete document, contact us at our head office:

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## About CAFS

CAFS is a community service organisation providing assistance to children, young people and families in Ballarat and the Central Highlands region. We provide services including family support, infant programs, financial counselling, men's groups, family violence programs, foster care, kinship care and homelessness support programs.



## Implementing the strategic plan

Themes, objectives and resources required have been identified and summarised in the tables below.

### SERVICE THEMES

#### 1. CAFS will contribute to improved safety and wellbeing for children and young people

Objective	Actions and Resources	Indicators of Success	Timeline
<p>We will:</p> <ul style="list-style-type: none"> <li>Focus on improving outcomes for children and young people using our services through: out-of-home care &amp; family services</li> </ul>	<ul style="list-style-type: none"> <li>Training budget to enable coordinators to understand, implement and report on outcome measurements appropriate to each service area</li> <li>Training in leadership, advocacy, cultural competence under the 'Sanctuary' model. There is a strong correlation between roll out of Sanctuary across CAFS and achieving our objectives</li> </ul>	<p>CAFS sets outcome benchmarks and reports against these as part of internal program reporting procedures</p> <p>Sanctuary indicators:</p> <ul style="list-style-type: none"> <li>Fewer incidents</li> <li>Reduced staff turnover</li> <li>Improved staff satisfaction</li> <li>Improved client feedback</li> </ul>	June 2013

#### 2. CAFS will work to prevent family violence

Objective	Actions and Resources	Indicators of Success	Timeline
<p>We will:</p> <ul style="list-style-type: none"> <li>Assist young people and their families to develop non-violent relationships</li> <li>Strive to reduce the incidence of family violence</li> </ul>	<ul style="list-style-type: none"> <li>Funding to provide specific education and therapeutic programs; funding for community education</li> <li>Partnerships with other organisations and initiatives</li> </ul>	<p>Programs and partnerships established</p> <p>Adolescent Health &amp; Wellbeing survey shows a decline in family conflict indicators</p> <p>A declining incidence of reported family violence in our geographic localities</p>	<p>June 2012</p> <p>June 2013</p>

#### 3. CAFS will provide support for individuals, families and communities at the earliest opportunity

Objective	Actions and Resources	Indicators of Success	Timeline
<p>We will:</p> <ul style="list-style-type: none"> <li>Advocate and seek funding for early intervention services to assist vulnerable families with pre-school aged children and adolescents</li> <li>Establish a more prominent role for CAFS through focused initiatives in selected localities</li> </ul>	<ul style="list-style-type: none"> <li>Representation on reference groups and/or committees</li> <li>Evidence to support earlier support programs</li> <li>Resourcing for community development activities in Ballarat urban growth areas (South West) and regional centres (Moorabool and Ararat)</li> <li>Consider investigation of implications of Central Highlands Regional Strategic Plan to target other localities</li> </ul>	<p>New services introduced</p> <p>CAFS is recognised as a leading contributor in early years programs</p> <p>CAFS is seen as a major community organisation in each chosen locality</p>	<p>June 2012</p> <p>2011-13 / Ongoing</p>

#### 4. CAFS will work to achieve social justice for people in our communities

Objective	Actions and Resources	Indicators of Success	Timeline
<p>We will:</p> <ul style="list-style-type: none"> <li>Advocate to raise community awareness of disadvantage and its oppressive consequences</li> <li>Improve outcomes for service users at risk of homelessness</li> </ul>	<ul style="list-style-type: none"> <li>Media strategy to establish ongoing commentary</li> <li>Specific communications strategy (est \$7000pa)</li> <li>Allocation of time and resources to develop leadership in homelessness service networks</li> <li>Resources needed to identify outcome measures relevant to CAFS target groups and establish benchmarking process to report against</li> </ul>	<p>CAFS is recognised as a leading voice in local social commentary on disadvantage</p> <p>CAFS profile in homelessness services is enhanced and service users report higher levels of satisfaction</p>	<p>June 2011</p> <p>June 2012</p> <p>June 2012</p>



### CAFS Vision

Wellbeing, respect and safety for all children and families.

### CAFS Mission

Our mission is to strengthen and empower individuals, families and communities in order to heal from:

- the oppression of disadvantage
- alienation from culture and social connections; and
- the trauma of abuse and violence.

### ORGANISATIONAL THEMES

#### 5. CAFS will plan and develop in response to the communities it serves

Objective	Actions and Resources	Indicators of Success	Timeline
<p>We will:</p> <ul style="list-style-type: none"> <li>Review evidence for and systematically plan to meet growing demand for services</li> </ul>	<ul style="list-style-type: none"> <li>Focus on Ballarat South West urban growth area and Moorabool.</li> <li>Determine feasibility of building new centre --\$20,000</li> <li>Upgrade Moorabool Coordinator position; Hepburn Coordinator position \$40,000pa</li> <li>Focus on Ararat and greater Ballarat in Year 3</li> <li>Research potential partnerships and projects--\$15,000pa plus specific allocations</li> </ul>	<p>CAFS services continue to grow in line with community needs</p> <ul style="list-style-type: none"> <li>Viable service centres established in growth areas</li> <li>Community consultations</li> <li>Number of Initiatives sustained/commenced in selected localities.</li> </ul> <p>CAFS is regarded as an organisation that uses research to inform its practice</p>	<p>June 2012</p> <p>December 2011</p> <p>July 2011 / June 2013</p> <p>June 2014</p> <p>2011-13</p>

#### 6. CAFS will enhance its organisational capacity and quality

Objective	Actions and Resources	Indicators of Success	Timeline
<p>We will:</p> <ul style="list-style-type: none"> <li>Ensure improved quality of service delivery</li> <li>Implement Sanctuary throughout CAFS</li> <li>Provide services in culturally competent ways</li> <li>Investigate the possibility of increasing non-government income</li> </ul>	<ul style="list-style-type: none"> <li>Establish quality improvement position \$60,000pa</li> <li>Ensure RiskMan remains fully functional and well used across CAFS to record and respond to risks and incorporate service user feedback—existing budget allocation</li> <li>Budget allocation \$15,000pa over 3 years for training &amp; resources</li> <li>Time allocation within teams</li> <li>Budget allocation \$10,000pa for project worker over 3 years</li> <li>Pro-active policy to recruit staff from multi-cultural backgrounds</li> <li>Performance plans give priority to training in cultural competence</li> <li>Major initiative for staff is Sanctuary and also CAFS support for the Gender Pay Equity case and EBA negotiations</li> <li>Fundraising strategy and media plan developed, with resources indicated and/or allocated</li> </ul>	<p>RiskMan is used throughout CAFS to report on incidents and provide feedback</p> <p>CAFS culture changes to become more democratic, inclusive and trauma-informed</p> <p>Number of Initiatives sustained/commenced in selected localities.</p> <p>CAFS staff and service user profiles change to reflect more cultural diversity</p> <p>Fundraising committee established</p>	<p>2011</p> <p>2011-13</p> <p>Ongoing</p> <p>September 2011, ongoing</p>