



Strategic Directions

2017 - 2020



Barnardos
Australia

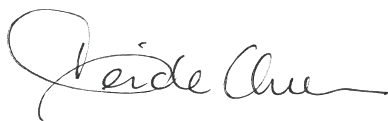


Introduction

Barnardos Australia remains committed to our vision that children and young people have caring families in which they can grow safely and fulfil their potential. We continue to work tirelessly supporting vulnerable children and families.

As our Strategic Directions 2017-2020 attest, we renew our commitment to Barnardos mission, vision and values. This document highlights the 5 key areas we'll focus on and what we will achieve in the coming three years. We'll focus on innovative solutions to break the cycle of disadvantage that affects children and families, and we'll use our voice to advocate and influence government, our partners and the wider community on what we know is good for children. Together with Aboriginal communities, we commit to working in partnership to support Aboriginal children and families. We'll focus on our staff, carers and volunteers to make sure they have the tools they need to deliver Barnardos mission, and we'll make sure we have the systems to sustain Barnardos into the future.

It is an exciting time of change and rejuvenation at Barnardos as we head into the next three years. I remain confident that along with our partners and supporters, we will continue to be strong advocates for children.



Deirdre Cheers
CEO, Barnardos Australia

Barnardos Australia Board 2017

Chair

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Deputy Chairs

Sharyn Schultz

Rhonda Stien

Directors

Michael Bencsik

Brad Cooke

Sam Garland

Rosemary Howard

Ray Kiley

Abbey McKinnon

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John Pittard

Fran Waugh

Company Secretary

Patrick Kerlin

Our mission

Barnardos Australia builds relationships between children, young people, their families and the community.

We advocate for children and young people and contribute to community knowledge about their issues.

Our vision

All children and young people have caring families in which they can grow safely and fulfil their potential. Families, children and young people are valued and supported by quality services and engaged communities.

Our values

Keep the child and young person central

Children and young people are our focus and must always be safe from abuse, neglect, homelessness and reach their full potential. We recognise their critical need for stable, ongoing relationships and their right to be heard and contribute to decisions about their lives

Strengthen families

We believe in the importance of family for children and young people's development. We support the least intrusive intervention in family life consistent with a child or young person's safety and wellbeing.

Pursue social justice

Our work is informed by research and evidence about the ongoing damage to children's development caused by serious disadvantage such as poverty and racism. We work with the most vulnerable children to bring them to community standard of life. We acknowledge the intergenerational transfer of inequity.

Be persistent for change

When working for individual children and young people, we don't give up. We confront challenges and aim to make a difference in the community's response to children's needs. We understand that change may be difficult but we must pursue those changes that are important for individuals or groups of children.

Take responsibility

Workers, managers, volunteers and Board members take their work seriously and realise the impact of their work for the long-term wellbeing of individual children and young people as well as the agency. We are committed to professional standards and personal responsibility and accountability for our work and actions.

Relate respectfully

We recognise the need for open and honest communication with children, young people and their families. We acknowledge and respect cultural differences. We aim for positive relationships between carers, partner agencies, volunteers, Board and employees.

Our Strategic Directions

1. Our children, young people and families

We work together with children, young people and families to break the cycle of disadvantage, creating safe, nurturing and stable homes, connected to family and community.

2. Our commitment to Aboriginal people

We work in a culturally meaningful and respectful way with Aboriginal families and communities. We are committed to working collaboratively, and in partnership with Aboriginal and Torres Strait Islander people, organisations and communities.

3. Our voice

As a leader of innovation in Australian child protection, we use our knowledge and expertise to influence government, other non-government organisations and the wider community.

4. Our people

Our staff, carers and volunteers are engaged, valued and effective in working towards the mission, vision and values of Barnardos.

5. Our sustainable future

We maintain a strong and viable organisation with systems that enable and support our programs and services for children and families.



Strategic Direction 1

Our children,
young people
and families.

We work together with children, young people and families to break the cycle of disadvantage, creating safe, nurturing and stable homes, connected to family and community.

Outcome 1

Maintain a culture of being persistent in advocating for the individual needs of each child.

Strategies

1. Ensure services are delivered by capable and appropriately qualified staff and are child and family centred, prioritising children's safety, stability and permanency.
2. Develop an organisation-wide framework for the participation of children in decision making.
3. Continue to deliver services that achieve permanency and stability for children, as a provider of family support, kinship, foster care and open adoption services.
4. Recognise and respond to the specific needs of Aboriginal children and their families, and advocate for Aboriginal children to remain safe and connected in their communities.
5. Recognise and respond to the specific needs of culturally diverse children and their families, and advocate for the specific cultural needs of diverse communities.

Outcome 2

Develop a strong evidence base, measuring our impact on children, young people, families and communities.

Strategies

1. Document practice frameworks for all programs including family support, restoration, kinship and adoption.
2. Identify service area gaps and develop service models to meet the needs of children, particularly young people who are at risk or those who are leaving care.
3. Engage and partner with universities and other research bodies to externally evaluate our work.
4. Develop and implement a set of outcome measures to inform an evaluation framework that measures the impact of our work.

Outcome 3

Define and develop systems for supporting those we have cared for in the past.

Strategies

1. Implement best practice record keeping of historical files and artefacts.
2. Develop a service model to support former clients and their families easily access their personal information and files.
3. Recognise the unique circumstances of Old Boys and Old Girls, developing new ways to support them and their families.

Our
commitment
to Aboriginal
people.

We work in a culturally meaningful and respectful way with Aboriginal families and communities. We are committed to working collaboratively, and in partnership with Aboriginal and Torres Strait Islander people, organisations, and communities.

Outcome 1

Renew our commitment by developing a new, updated Reconciliation Action Plan (RAP) which builds on our previous Action Plan.

Strategies

1. Utilise current consultation mechanisms to develop the RAP 2017-20.
2. Communicate the RAP 2015-17 achievements and the intended outcomes of the RAP 2017-20.
3. Implement the RAP 2017-20.

Outcome 2

Be open to opportunities to partner, support and work with Aboriginal community controlled organisations.

Strategies

1. Explore opportunities to partner with Aboriginal community controlled organisations to contribute to increasing the strength and independence of Aboriginal children, youth and family sectors.
2. Continue efforts to build the self-sufficiency of current Barnardos out-of-home care partnerships and capacity building initiatives with Aboriginal services.

Outcome 3

Support and grow our Aboriginal staff through an organisational commitment and through networks, career and leadership opportunities.

Strategies

1. Develop an Aboriginal and Torres Strait Islander workforce development strategy, use of scholarships and strategies to attract, retain and train Aboriginal staff.
2. Ensure all Barnardos staff are culturally aware and culturally competent.

Strategic Direction 3

Our voice.

As a leader of innovation in Australian child protection, we use our knowledge and expertise to influence government, other non-government organisations and the wider community.

Outcome 1

Promote a culture and practice of learning from past experience (our own and others) to enable a safe organisation for children.

Strategies

1. Learn from and document our knowledge of what we know works for Australian children.
2. Monitor the findings of the Royal Commission into Institutional Responses to Child Sexual Abuse, applying learnings to current practice.
3. Promote a culture of performance improvement through a quality management system and consistent responses to complaints and allegations.

Outcome 2

Contribute to wider public discussions about what children need and influence policy directions about vulnerable children and families.

Strategies

1. Be a trusted and respected voice in the community on what is right for children.
2. Develop policy positions and papers on critical issues related to children and families.
3. Respond to federal and state inquiries and collaborate with peak bodies for joint submissions.
4. Initiate, contribute to, participate in and learn from conferences and other sector opportunities related to child protection.

Outcome 3

Maintain positive and effective relationships with government, the non-government sector, other funders, donors and corporate partners, and the wider community.

Strategies

1. Develop and resource relationship management strategies at all levels of government.
2. Develop and resource relationship management strategies with all donors, corporate sponsors and stakeholders.

Strategic Direction 4

Our people.

Our staff, carers and volunteers are engaged, valued and effective in working toward the mission, vision and values of Barnardos.

Outcome 1

Support our staff to be skilled, engaged and effective.

Strategies

1. Develop a staff engagement strategy, including engagement survey, sharing the results with our staff, and acting to improve their capacity to deliver Barnardos mission, vision and values.
2. Review and improve an internal communication strategy, including increased opportunities for staff to connect on matters of importance to their work.
3. Improve strategies for workforce development, including succession planning, professional development opportunities, career pathways, mentoring and coaching, and a focus on building leadership capacity across the organisation.
4. Acknowledge the unique child protection working environment and developing new ways to actively support our staff.

Outcome 2

Enhance our pool of committed and capable carers and support them to care for vulnerable children.

Strategies

1. Develop a whole of organisation carer recruitment strategy.
2. Maintain a carer pool that meets the diverse needs of our children.
3. Advocate with funding bodies and in the community for the needs of carers.
4. Develop an organisation-wide carer engagement strategy, including increasing opportunities to participate in the organisation.

Outcome 3

A team of valued students and volunteers are supported to increase the reach of Barnardos mission, vision and values.

Strategies

1. Identify opportunities for volunteers across the organisation and actively recruit, train and support volunteers in these roles.
2. Offer quality placements to students from a range of universities and other educational institutions.
3. Provide a consistent experience for students and volunteers by developing an organisation-wide approach.

Our
sustainable
future.

We maintain a strong and viable organisation with systems that enable and support our programs and services for children and families.

Outcome 1

Develop efficient and effective systems that support the seamless delivery of services to children and young people.

Strategies

1. Review and develop systems, including technology, recognising the diverse locations of our workforce.
2. Continually improve our case management systems to meet the needs of children and increase efficiency for staff.
3. Continue to maintain sufficient reserves to meet future commitments, absorb any unanticipated fluctuations in discretionary revenue and unbudgeted expenditure variances.
4. Develop quality systems, including for relationship management, business development and monitoring organisational risk, to position the organisation for future growth.

Outcome 2

Target growth opportunities that reflect our expertise and history of innovation.

Strategies

1. Identify and grow in areas of strength, including replicating programs that have a proven success rate.
2. Develop new service models to meet children's needs.
3. Promote practice solutions to current issues and trends affecting vulnerable children and families.

Outcome 3

Diversify funding streams and alternate funding models.

Strategies

1. Diversify our funding streams, increase donor contributions and target multi-year funding.
2. Investigate and pursue diverse funding models including social benefit bonds.
3. Investigate the funding of an Innovation Fund to test, trial and evaluate new initiatives and models, building Barnardos evidence base of practice.

We
believe
in
children.

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