

TOWARDS

2025

AND BEYOND

Strategic Directions Refresh



Barnardos
Australia



Deirdre Cheers
CEO Barnardos Australia

A note from our CEO

At the commencement of Barnardos Towards 2025 Strategic Directions in July 2020, a review point three years into our strategy was set, known as the Towards 2025 Refresh. We knew our internal and external landscape would change. What we didn't know, was how much change there would be locally, nationally and internationally.

The Refresh is like a Case Plan Review for a child in out-of-home care - it's not about creating a new plan or making major changes to the direction set by Towards 2025. Rather, it's about reflecting on what has been achieved with strategic choices, and what remains to be done now and into the future.

The Refresh provides an opportunity to 'pivot' our current Towards 2025 plan in accordance with challenges our sector and employees face, and most importantly the challenges faced by the vulnerable children and families we support to recover and thrive.

The following document highlights and connects our aspirations and delivery of our vision through the remaining years of our Towards 2025 Strategic Directions and beyond.



**Our strategic
choices**

Our strategic choices

What we are focusing on to achieve our Towards 2025 vision

1

Champion children's rights and safety

2

Encourage cultural pride and support Aboriginal self-determination

3

Grow capable and confident leaders

4

Supercharge technology and processes

5

Embrace environmentally sustainable opportunities

Strategic Choice 1:

Champion children's rights and safety

Focus areas

What we're going to do

- 1.1 We want to do more to support vulnerable children and families, so we need to invest in promoting what we are doing, and how we are changing lives, so that we gain more philanthropic and fundraising revenue that we can put back into more direct services and programs.
- 1.2 We will utilise quantitative and qualitative research from our impact of childhood domestic and family violence report to shine a light on the experiences of children as equal victims, so that we shape policy, legislation and practice changes.
- 1.3 We will advocate our message that every child needs a champion, so that they do not have to overcome their challenges and trauma alone.
- 1.4 We will undertake region-based feasibility research to identify new program opportunities, so that we can support more vulnerable children and families to recover and thrive through our evidence-based services.

Towards 2025 alignment

How they connect to our strategy

Engage | We will speak up and lead the conversation nationally on issues impacting children and young people to ensure their needs are heard, so that we influence government policies and legislation.

Evolve | We will expand our fundraising engagement efforts because we take our community responsibilities seriously, so that we reach more children and effectively demonstrate the outcomes and impact of our practice, programs and protocols.

Evolve | We will keep a close eye on what is happening locally and nationally to ensure we are ready to identify any opportunities where we can respond and advocate more effectively to the needs of children, young people and families.

Strategic Choice 2:

Encourage cultural pride and support Aboriginal self-determination

Focus areas

What we're going to do

- 2.1 We will uphold our commitment to Aboriginal self-determination principles by placing our Stretch Reconciliation Action Plan at the forefront of our everyday work, so that we keep its focus and vision at the heart of everything we do.
- 2.2 We will incorporate the cultural insights, expertise and leadership of Gurung Wellama (our Aboriginal Cultural Unit), so that we respectfully support our Aboriginal colleagues and partners to establish Aboriginal Community Controlled Organisations for children in Out of Home Care.
- 2.3 We will be an ally for Aboriginal led advocacy and decision making on critical issues, such as the 'Voice to Parliament', so that we support the cultural authority of our First Nations people, children and employees on matters that directly affect their people, country, and community.

Towards 2025 alignment

How they connect to our strategy

Empower | We will support Aboriginal and Torres Strait Islander children and families to seek and learn about their culture and build community connections, so that they create lifelong pride in their cultural identity and guide how their communities are supported.

Excel | We will strengthen our relationships with Aboriginal Community Controlled Organisations (ACCO) and peak bodies to reinforce our commitment to connecting Aboriginal children and families with culturally safe services and expertise.

Strategic Choice 3:

Grow capable and confident leaders

Focus areas

What we're going to do

- 3.1 We understand the impact frontline work can have on practitioners and their choice to stay in the sector, so we want to ensure they feel they are a priority, especially their wellbeing and professional development.
- 3.2 We want to get better at understanding our employees needs through data insights, so that we select leadership development strategies that respond to what's really needed by our employees.
- 3.3 We know the world of work is changing, so we want our leaders to be ready and adaptable in managing the workplace and responding to diverse employee needs and organisational changes.

Towards 2025 alignment

How they connect to our strategy

Excel | We will establish ourselves as an 'employer of choice' by motivating staff with meaningful work, clear reward, recognition and performance channels, so that we keep and attract talented people.

Excel | We will offer more identified Aboriginal and Torres Strait Islander positions and senior leadership opportunities to provide greater visibility to our strong commitment to Aboriginal people and communities, especially in areas of high Aboriginal populations.

Evolve | We will promote agile learning environments 'on and off the job' where staff can develop and grow their knowledge, skills and careers to build our capacity to inspire creative solutions.

Strategic Choice 4:

Supercharge our technology and processes

Focus areas

What we're going to do

- 4.1 We will review, refine and consolidate our data, systems, and processes, so that we keep technology current, simple, useable and maintainable in assisting us to understand our impact.
- 4.2 We will use our strategic projects as an opportunity to streamline, automate, and digitise our business process, so that we are more resilient and prepared when things go wrong.
- 4.3 We will continue to increase our efforts to improve our cyber security resilience, so that we are prepared to effectively respond to cyber attack.
- 4.4 We will continue to simplify our financial reporting approaches, models, structures and systems, so that our people can make informed and best-fit financial decisions.

Towards 2025 alignment

How they connect to our strategy

Evolve | We will build and mature our digital infrastructure capacity to use data more effectively, as well as develop operating efficiencies to ensure staff have more face-to-face time with children and families.

Evolve | We will utilise modern technology to reach and connect with children, young people, and families in need, so that they are able to actively participate in our work with them.

Evolve | We will improve workflows and procedures, especially when highly complex and complicated process are identified to guide and empower staff with simple, clear and self-directed ways of working.

Strategic Choice 5:

Embrace environmentally sustainable opportunities

Focus areas

What we're going to do

- 5.1 We know that children need stable and healthy environments where they can grow and thrive, so we will assess our existing service delivery footprint and seek out environmentally sustainable opportunities to improve our positive climate change impact.
- 5.2 We believe that acting on climate change now is vital to future generations of children and families, so we will select, test, implement and replicate environmentally sustainable projects and initiatives that make a real difference the people and communities we serve.

Towards 2025 alignment

How they connect to our strategy

Empower | We will strengthen and seek partnerships that directly fund our work to improve systems, so that we are in a strong and viable position to achieve our child and family social impact goals.



Continuing to bring it to life!

We continue to see the Barnardos strategic directions not as a 'set and forget' document, but as a dynamic roadmap that guides and inspires us to deliver on our vision. Its intent, initiatives and innovations underpin our interactions and operations, so that we clearly see the difference and positive impact our contributions will make in the remaining years of our strategy and beyond.

Barnardos Australia acknowledges the traditional custodians
of the land on which we live and work.

We pay our respect to past, present and future elders.



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