



Good Shepherd and the Community

building new partnerships

Strategic Plan 2005 - 2009

Good  *Shepherd*
Youth and Family Service Inc

Our Mission

We are Good Shepherd. Our mission is shaped by our inheritance of the **vision, courage and audacity** of St. Mary Euphrasia Pelletier and the Good Shepherd tradition she began. Ours is a vision for **promoting a world of justice and peaceful co-existence**. Ours is the courage to embrace wholeheartedly innovative and creative ways of enabling people of all cultural, religious and social backgrounds to enjoy the fullness of life, which is the right of every human being. Ours is the inheritance to boldly challenge those structures and beliefs that diminish human dignity. We work to **ensure the value of every human being**, the communities that enable us all to thrive and the integrity of the environment that guarantees both.

building new pa



Good Shepherd Mission & Spirit

1. The promotion and transmission of the mission, spirit and guiding values of Good Shepherd will be a priority in staff development and formation.

- *All Board Members, Staff and Volunteers will be expected to develop a working knowledge of Good Shepherd history, values and future vision.*
- *The continuing strengthening and maintenance of a culture of solidarity and social justice within Agency systems and structures will be reflected in the recruitment practices, policy development, staff formation and management and industrial practices of the organization.*

2. Guided by the Mission Statement, openness to change and innovation will characterize Good Shepherd's presence in local communities.

- *The Mission Statement will guide the development of a range of services and activities that respect and meet local need, strengthen local leadership and empower people to advocate for their own well being and that of their community.*
- *Service delivery will be characterized by the building of mutual respect and healthy partnerships between individuals, families and communities.*
- *The Mission Statement will be the primary influence in developing creative responses to local, statewide, national and international issues.*

3. Faithful to our historical tradition and our Mission Statement, the commitment of Good Shepherd Youth and Family Service to social justice will reflect the vision, courage and audacity of St. Mary Euphrasia Pelletier.

- *Based on sound research, the Agency will speak out on issues of social justice without fear or favour or regard to self-preservation.*
- *The Agency will propose alternative solutions that will lead to more enlightened policy directions and will be a leader in promoting policies and services that build healthy communities.*
- *The commitment of Good Shepherd to social justice will be reflected in both its service delivery and policy and research. The Agency will continue to maintain the strong connection between the two.*
- *Good Shepherd Youth and Family Service in cooperation with other Good Shepherd agencies will develop partnerships in its approach to social justice issues and service development.*

Mission & Spirit

Partnerships



Good Shepherd in the Community

1. In providing its services, including policy, research and advocacy, Good Shepherd Youth and Family Service will focus on the needs of women and girls maintaining a clear preference for dealing with the impact of disadvantage on women.

- *Policy and research resources will give clear priority to issues affecting women.*
- *New and creative methods of providing support and other means of enhancing the wellbeing of women will be a resource priority.*

2. In considering opportunities for new services, Good Shepherd Youth and Family Service will give priority being present within and committed to communities experiencing disadvantage.

- *The organization will give consideration to exploring new areas of need within the next five years*

3. Small, accessible, friendly, community/ neighbourhood centres known as 'Good Shepherd Centres' will be the normal means of being present and active within a community. There will be one, central, administrative office.

- *A process of restructuring the organization to more clearly and unequivocally reflect commitment to local community, simplicity of structure and non-stigmatizing accessibility will occur over the period 2003-2007.*
- *A small shopfront, small community centre, neighbourhood house or shared space will be the normal means of presence within a community.*
- *Each centre will ensure community participation in its development and coordination by establishing a local support and advisory committee.*

4. Good Shepherd will provide a range of responses from each of its Centres:

- community building
- direct services
- advocacy

The design and range of responses will be shaped by local needs. With great flexibility, the Centres will provide a repertoire of responses to local needs across the spectrum, from preventative to crisis response.

- *Although continuing to be an active participant within government funding systems, the organization will give priority to seeking new financial alliances that will encourage innovation.*
- *New services and activities will be developed, appropriate to each neighbourhood, which value the people using our services and their expressed needs.*
- *The clear (but not exclusive) focus on women and girls will be evident in the range of activities developed at each Centre.*

5. A new, simple management system will be developed based on clusters of Centres in particular regions. Each Centre will have a Coordinator who will oversee the mix of services and activities at their Centre.

- *A cluster of Centres may be two or more in a region accountable to a Manager.*
- *The role of Centre Coordinator will be carefully developed to ensure effective local leadership as well as the maintenance of strong connections to other Centres and to the Regional Manager.*
- *Regular reviews of the central management, financial, fundraising and development functions will be undertaken to ensure that they fit with the future developments of the Agency.*



Good Shepherd in the Community Cont...



6. The Social Policy and Research Unit will remain the key centre of social justice activity for Good Shepherd Youth and Family Service with research arising from experienced community need and leading to that advocacy that helps bring about structural change.

- *The annual allocation of resources will reflect the centrality of action for social justice and social change.*
- *Regular reviews of Social Policy and Research functions will be undertaken to ensure that it fits with the future developments of the Agency.*
- *Collaboration with the Good Shepherd Social Justice Board will occur, as appropriate and in line with the national Partnership Project*

7. New alliances and partnerships will be established, beyond the existing or traditional boundaries, with those who share our vision and value the communities within which we work.

- *Priority will be given to establishing partnerships with local church/parish communities where commonly held goals and values are evident.*
- *Relationships with social justice groups, women's groups, environmental organizations, young people's groups and local government initiatives will be actively sought.*

8. Good Shepherd will welcome into its network of neighbourhood Good Shepherd Centres any other small services, neighbourhood organizations and like-minded groups which embrace the same Good Shepherd values and seek the solidarity of a larger and more established tradition.

- *Although unity of purpose and effectiveness demand some form of 'incorporation' or structural attachment to Good Shepherd, other, like-minded groups joining us, will be encouraged to keep and strengthen their own particular characteristics and 'colour'.*
- *A process of incorporation into the organisation that respects individual characteristics yet establishes a genuine move into the Good Shepherd Spirit and Network will be developed.*
- *Notwithstanding the extent of any growth of the Good Shepherd Network, the overall structure will remain simple, non-bureaucratic and immersed in local community in accordance with the earliest Good Shepherd Tradition.*

9. Good Shepherd Youth and Family Service will play a major role in the establishment of a national network or federation of Good Shepherd Services and the implementation of the Good Shepherd Sisters' Partnership Project.

- *The Organization and all those incorporated into it will actively work towards shaping a future National Good Shepherd Organisation of which Good Shepherd Youth and Family Service will become a part.*
- *An early priority will be the national coordination of Good Shepherd Social Policy and Research priorities. Good Shepherd Youth and Family Service will work towards establishing national coordination of policy, research and social justice work with the Social Justice Board and Rosemount N.S.W. and will explore methods of national coordination and cooperation regarding other common goals (eg. services for young people).*

in the Community
Partnerships



Good Shepherd Valuing People

“One person is of more value than a whole world.” (St. Mary Euphrasia Pelletier)

1. All relationships between people, both with those who use the services of the Agency and between those within the Agency, will reflect the Agency’s belief in the value and dignity of every human being.

- *The principle of the value of every individual (as enunciated by St. Mary Euphrasia) will form the basis for all personal interaction and procedures for the Board, Management Team, Staff and Volunteers in every forum at every level but will be especially manifest in the way we provide our services to people in the community.*
- *This principle will also inform all Agency structures and policies including Industrial relations.*
- *Agency systems and procedures will be characterized by openness, clear communication and inclusive participation. The principle of subsidiarity by which decisions are made and problems solved at the appropriate level will be followed.*
- *Good Shepherd will genuinely value people by building upon individual strengths and capacity thus enabling people in turn to build up the strength of their communities. The Agency will aim to bring about a situation in which individuals and communities with whom we work have control over their own destinies.*

*valuing people
building new pa*



Good Shepherd Resources & Profile

1. The stewardship of Agency resources including fundraising, allocation and investment will accord with the highest ethical standards of accountability and transparency.

- *The Agency's ethical reflection processes will be used, as appropriate, to ensure that sources of funding and choices for investment protect the integrity and clearly reflect the intentions of the Mission Statement.*
- *The Agency Strategic Plan will form the ultimate guide regarding the priorities for resource allocation and the formation of budgets.*

2. In order that the work of the Agency to build resilient communities and to provide services that are responsive to local community needs occurs in an environment of relative stability, the organization will have the goal of becoming as financially secure as possible.

- *Alternative funding streams will be explored alongside the formation of new partnerships with the Philanthropic and Corporate sectors as a matter of priority.*
- *Good Shepherd Youth and Family Service will increase and strengthen its fundraising and promotional/public relations capacity as an inherent component of an essential support for its community building service delivery and policy activities.*
- *Appropriate priority will be given to maintaining the charitable status of the organization as definitions of charitable status shift from time to time.*
- *In seeking government funding, the Agency will aim to negotiate more realistic and stable criteria with a diverse range of government funding sources.*

3. Good Shepherd will vigorously promote itself, emphasizing its special Mission and Spirit, its commitment to innovative ways of empowering local communities and its traditional focus on issues concerning women and girls.

- *The Agency will carry out its promotional work within the context of the National Good Shepherd Partnership Project. Whilst giving greater priority than previously to a national voice and profile, local activities that will remain important include disadvantaged children and young people within the Archdiocese of Melbourne.*
- *Good Shepherd Youth and Family Service activities either with a national perspective, such as the No Interest Loans Scheme (NILS®) Network or research and advocacy regarding women's issues, or specific projects capable of replication nationally, will be the key promotional vehicles for the Agency between 2005-2009.*
- *The Agency will seek increased cooperative action with appropriate national peak bodies, businesses, and other groups where the partnership is mutually beneficial.*

resources & profile
partnerships



Good Shepherd

Youth and Family Service Inc

our locations

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