

Good Shepherd Youth & Family Service

Strategic Plan 2010 - 2015



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

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Mission statement

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 of 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.



The plan

The 2010 - 2015 Good Shepherd Youth & Family Service (GSYFS) strategic plan builds upon the history and tradition of Good Shepherd and is guided by our commitment to every person, justice for all, co responsibility and life learning.

Central to the plan is a commitment to join together in partnership with others who share our core values.

This plan enables us to achieve:

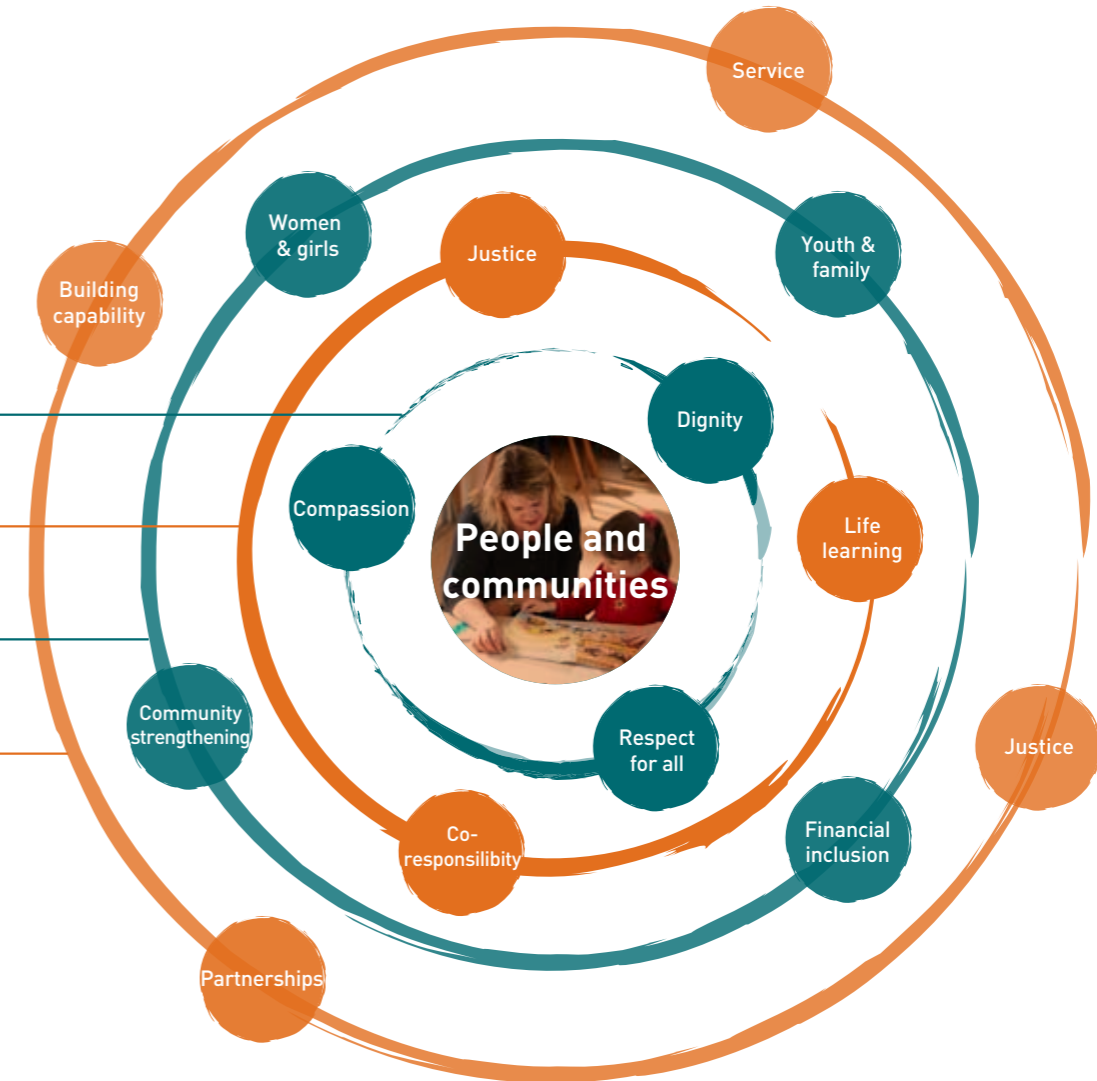
- a **whole of agency approach** to service delivery within **four key focus areas** – women and girls, youth and family, financial inclusion and community strengthening
- strengthened **capability** and managed growth to underpin and develop **our services** in these four key focus areas
- **partnerships** with those we serve, the Good Shepherd Australia New Zealand (GSANZ) network and those who join with us to further **justice** and systemic change
- targeted responses to **new communities of need** supported by research, good practice and bold advocacy.

Our core values

Our guiding principles

Our focus areas

Our strategic priorities



This diagram reinforces the importance of the inter-relationships that exist within our plan and our work. These relationships between the people we work for and with, our values and guiding principles are essential in determining and achieving our strategic priorities.

We will hear the voices of those we serve. Our commitment will be to review this plan annually and measure and report progress.

Priority: Service

Achieving life giving outcomes for the most disadvantaged people, especially women and girls.

Objective	Actions	Measures of success
Foster Good Shepherd mission and spirit as the continuing source of how we deliver services in our communities	<ul style="list-style-type: none"> • connect board members, staff and volunteers to GSYFS through orientation and ongoing formation opportunities • provide professional development for board members, staff and volunteers, linking our mission, values and our practice. 	<ul style="list-style-type: none"> • participation in GSYFS orientation and Agency days and GSANZ orientation and formation programs • staff represented on Mission & Spirit committee • practice and values included in leadership development • contribution to formation program development with GSANZ Mission & Justice unit.
Inspire and foster innovative models within existing and new programs and services	<ul style="list-style-type: none"> • support creativity and innovation through partnerships, participation and information sharing • showcase innovations, models and programs. 	<ul style="list-style-type: none"> • service models reflect participation of staff and service participants and the sharing of information • innovative service models are documented, supported by program manuals • information shared internally and externally.
Adopt a whole of organisation approach to service delivery	<ul style="list-style-type: none"> • deliver all of our services through the four key focus areas of women and girls, youth and family, financial inclusion and community strengthening. 	<ul style="list-style-type: none"> • delivery models for each key focus area developed and implemented.
Position services to best meet the needs of our communities	<ul style="list-style-type: none"> • develop services and attract funding using the all of organisation approach • develop services and initiatives linked with GSANZ network priorities • explore and pilot innovative community strengthening models which enable community ownership and sustainability • support service development and practice with research. 	<ul style="list-style-type: none"> • funding supports the whole of organisation approach • joint actions established with the GSANZ network • new services developed in partnership with the GSANZ network • new model(s) developed through research • new model piloted and evaluated • research undertaken supports key focus delivery areas.
Continually develop service delivery quality and responsiveness	<ul style="list-style-type: none"> • review organisational structures and resources to optimise service delivery • maintain professional service standards. 	<ul style="list-style-type: none"> • review conducted to support whole of agency model for four key focus areas • sustainable, flexible infrastructure meets program and service delivery needs • quality action plans developed and monitored • organisation and industry standards achieved.

Priority: Justice

Championing social justice, challenging inequality and striving for a more just society for all people.

Objective

Actions

Measures of success

Ensure social justice is central to all aspects of our work

- develop a five year social justice strategy addressing the four key focus areas for the organisation
- address social justice in the organisation’s plans, processes and practices
- prioritise resource allocation for social justice.

- strategy results in strengthened evidence and advocacy base for the four key focus areas
- allocation in four key areas is adequate for endeavour.

Ensure research policy and advocacy projects are consistent with key focus areas, especially women and girls

- link GSYFS social justice, research and advocacy
- support the justice commitments of the GSANZ network.

- research ethics committee reviews all proposals
- independent advocacy role enhanced
- advocacy and research support four key focus areas.

Speak out for systemic justice

- partner with and provide leadership and consultancy support to GSANZ network for social justice research and advocacy
- develop diverse partnerships to facilitate research
- build capacity for partnerships for social justice to influence change
- build capacity for research to influence systemic change.

- GSANZ network’s advocacy work is supported
- organisation’s social justice goals and outcomes communicated locally and internationally
- links with research institutions, representative bodies and resource organisations developed.

Build an organisational capacity to collect, analyse and report data to inform planning and development

- provide an evidence base for program and service development
- utilise research, practice experience and policy analysis to frame advocacy.

- evaluation and monitoring built into program and service design
- program development incorporates research
- service and program participants contribute to research
- data analysis informs funding submissions.

Priority: Building capability

Securing and managing resources to respond to the needs of the communities in which we work.

Objective	Actions	Measures of success
Secure and manage resources, for organisational viability, sustainability and responsiveness to community needs	<ul style="list-style-type: none"> • develop and implement a balanced, sustainable income model • develop responsive budget planning and resource allocation processes • secure and maintain premises • organisational performance measures include safety and environmental impact. 	<ul style="list-style-type: none"> • income model consistent with mission and values • new financial alliances, including the Good Shepherd foundation, support innovation • resources are shared across GSANZ network • environmental impact reduced • expansion and contraction optimises organisational viability.
Foster organisational culture, systems and structures for a proactive, professional, flexible and stable workforce	<ul style="list-style-type: none"> • keep mission and spirit at the heart of organisational culture • build systems and processes based on openness, clear communication and inclusive practices • implement and monitor workforce plan • provide internal career pathways and innovative professional development. 	<ul style="list-style-type: none"> • staff participate in programs to develop understanding of mission • the value and dignity of every human being underpins the organisation's policy and processes • staff represented on internal committees • turnover below industry benchmarks • staff, volunteers and carers report personal and professional growth.
Provide transparent and accountable governance and leadership based on the highest ethical standards	<ul style="list-style-type: none"> • evaluate all operations against mission, values and functions • demonstrate best practice in governance • market and promote the organisation consistent with mission and values. 	<ul style="list-style-type: none"> • transparent business processes are consistent with mission and values • organisational, regulatory and industry standards are achieved • organisation profiles relationships, culture and performance to the community.
Monitor planning and systems to minimise and manage risk	<ul style="list-style-type: none"> • adopt organisation wide approaches to planning and operations • regularly review and monitor achievements against financial, quality and other plans and measures • continuously improve financial systems and controls • develop and implement risk management strategies. 	<ul style="list-style-type: none"> • the organisation's quality, planning and review cycles are implemented • achievements are reported • risk management regularly reviewed and updated • risk management safety model implemented.

Priority: Partnerships

Fostering creative and flexible partnerships based on inclusion, respect and a shared commitment to justice, reflecting our different strengths.

Objective

Actions

Measures of success

Build partnerships based on respectful relationships, shared values and co-responsibility

- create a culture where the voices of program and service participants are heard
- base partnership relationships on the value and dignity of every human being and the spirit of co-responsibility
- base external partnerships on transparency, open communication and a shared commitment to justice
- work collaboratively with internal and external partners for service delivery/development.

- partners are represented in organisation's internal and external forums including Annual Public Meeting, conferences and agency days
- partnership agreements acknowledge the organisation's independent advocacy role
- external partnerships evaluated against partnering criteria, and mutual benefit
- external partnership outcomes and performance is monitored
- program and service models reflect and value the unique contributions of all partners.

Develop and maintain systems and practices to facilitate partnerships

- review systems to optimise partner participation
- offer creative pathways for program participants, volunteers, staff and board members
- provide opportunities for partners to participate in the life of GSYFS.

- partners participate in organisation's consultative and feedback processes
- volunteers offered authentic roles and pathways within the organisation and network
- partners participate in orientation and formation programs
- partners involved in organisational planning and review processes.

Identify common purpose with GSANZ network

- participate in GSANZ network and partnerships
- share services to strengthen and support mission.

- staff, board, volunteers participate in GSANZ orientation and mission programs
- staff represented in Asia-Pacific Partnership activities
- program participants, volunteers, staff and board members participate in wider GSANZ network.

Good Shepherd Youth & Family Service website: www.goodshepvic.org.au

Good Shepherd Australia New Zealand website: www.goodshepherd.com.au

21 Budd Street
Collingwood VIC 3066

PO Box 2367
Fitzroy VIC 3065

Ph: 03 9418 3000

Fax: 03 9418 3001

Email: info@goodshepvic.org.au

