



Stretch-A-Family, Inc
Strategic Plan
2010-2013

Adopted by Management Committee of SAF on 18 August 2010

Strategic Plan Framework



Vision

A positive life for children and young people who are in care.

Purpose

Providing a safe experience of home where children and young people can realise their potential.

Principles

Principles which guide the implementation of this Strategic Plan:

- A child centred focus
- Providing a stable and supportive presence, context and environment in children's and young people's lives
- An integrated and flexible approach
- A healthy, reflective and responsive organisation.

Service Delivery Approach

As an accredited non-government agency with the Office of Children – Children’s Guardian, Stretch-A-Family delivers a comprehensive, integrated and inclusive environment that promotes the wellbeing of children and young people through:

- Facilitation of family preservation and reconciliation
- Specialist Foster Care
- Medium-long term residential care
- After Care.

Strategic Plan Key Result Areas



1. Delivering Positive Outcomes for Children and Young People

Provision of quality and valued services and supports to achieve positive outcomes

2. Organisational Capacity

Strengthening our infrastructure, building our resource base and skills to deliver on our purpose

3. Relationships

Developing working relationships across government, community and corporate sectors

Strategic Plan

Key Result Area 1: Delivering Positive Outcomes for Children and Young People

Provision of quality and valued services and supports

Objectives	Key Strategies	Measures
Services, programs and service delivery approach are responsive to the changing client profile	<ul style="list-style-type: none"> • Review and revise <i>Intensive Care Assessment Tool (ICAT)</i> to enable a more accurate assessment on the level of need of children and young people • Provide flexible options to meet the needs of individual children and young people • Build the capacity of staff and foster carers to respond to children and young people through training and development, clinical supervision and networks 	<ul style="list-style-type: none"> • Updated ICAT • Documented Program transition processes • Evidence of ease of movement and transition between SAF Programs in care plans and case notes • Skill development plans for staff and foster carers
Children and young people have strong community and social networks and opportunities for participation	<ul style="list-style-type: none"> • Establish a mentor program for young people • Increase the number of programs and activities focused on 	<ul style="list-style-type: none"> • Mentor program for young people • Number and range of programs and activities provided by SAF • Size and composition of children's

	community participation and inclusion	and young people's networks described in care plans and case notes <ul style="list-style-type: none"> • Feedback from children and young people about their satisfaction with programs and activities
Inclusive and diverse programs reflect the diversity of children and young people	<ul style="list-style-type: none"> • Incorporate needs of diversity in assessment, care plans and care plan implementation, programs and activities • Include diversity in training, development and support for staff and foster carers • Develop partnerships and networks with other organisations to build SAF's capacity to meet the needs of diversity • Establish Kinship Care 	<ul style="list-style-type: none"> • Inclusion and diversity audit of case management and SAF activities and programs • Feedback from children and young people about their satisfaction with support, programs and activities which support and enhance their identity • Staff and foster carers' skill development plans include inclusion and diversity • Number of partnerships with staff and organisations which represent diverse groups • Participation in networks with Aboriginal and culturally and linguistically diverse workers and organisations • Number of active Kinship Carers
Expansion of services to provide continuity of support and meet the needs of a larger client group	<ul style="list-style-type: none"> • Seek funds and establish an After Care program which includes support and exit accommodation • Expand the Foster Care program 	<ul style="list-style-type: none"> • 40 children and young people in the care of SAF • Funded After Care program • Increase in foster carers to 24 households

Strategic Plan

Key Result Area 2: Organisational Capacity

Strengthening our infrastructure, building our resource base and skills, to deliver on our purpose

Objectives	Key Strategies	Measures
A strong, vibrant, diverse and skilled Management Committee	<ul style="list-style-type: none"> • Target and recruit Management Committee members with a diverse range of skills (i.e. Relationship Development or Human Resources expertise and experience) • Target and recruit Management Committee members who reflect the diversity of the community 	<ul style="list-style-type: none"> • Management Committee member/s with Relationship Development expertise and experience • Management Committee member/s with Human Resources expertise and experience • Composition of the Management Committee reflects the diversity of the community
Strong and well supported staff, foster carers and young people	<ul style="list-style-type: none"> • Develop skill development and support plans for staff and foster carers • Provide clinical supervision for all Programs • Provide development opportunities for foster carers, through specific support and development opportunities, inclusion of foster carers in staff development opportunities such as, training and 	<ul style="list-style-type: none"> • Individual and team skill development and support plans for staff and foster carers • Budget for clinical supervision across the organisation • Number of support and development initiatives for foster carers • Number of joint development initiatives for staff and foster carers

	clinical supervision	
Integrated service delivery and consistent use of resources	<ul style="list-style-type: none"> • Develop and implement policies, procedures and tools to enable a streamlined pathway for children young people across programs, and consistency in practice and use of resources • Document and implement processes of transition for children and young people across Programs • Develop opportunities for communication, skill sharing and team development across SAF Programs 	<ul style="list-style-type: none"> • Updated and consistent policies and procedures across Programs • Shared tools and templates used across SAF Programs • Documented Program transition processes • Number of cross Program team development events
Abreast of, responding to and proactively managing SAF in a changing environment	<ul style="list-style-type: none"> • Seek funds to establish an After Care program which includes support and exit accommodation, to create options and build SAF's capacity • Review and revise SAF's Strategic Plan in the light of sector developments • Participate in and contribute to high level sector forums 	<ul style="list-style-type: none"> • Tender/s for After Care • Annual review of Strategic Plan • Evidence of SAF's participation in high level sector events and networks • Number of position papers/proposals on wider issues and their impact on SAF's client group and SAF
A diverse income stream for SAF	<ul style="list-style-type: none"> • Develop a relationship development strategy to attract funds and in kind-support from the corporate sector and individuals • Refocus the Chief Executive Officer role to focus on relationship 	<ul style="list-style-type: none"> • 33% of funds (including in-kind support) from sources other than Department of Human Services - Community Services • % of CEO's role on relationship development

	development	
Organisational best practice is articulated and SAF contributes to sector best practice	<ul style="list-style-type: none"> • Revise SAF Mission Statement • Management Committee and staff review and reflect together twice a year, March and November • Develop partnerships with Universities to undertake research and to inform SAF practice and sector wide practice • Articulate measures, develop and use information gathering systems and document outcomes achieved for children and young people • Distribute information on outcomes internally and incorporate into planning and other organisational development processes, and externally through publication and conferences 	<ul style="list-style-type: none"> • Revised SAF Mission Statement • Bi-annual documented Management Committee and staff review and reflection events • Number of research projects • Number of research papers and practice reports published and conference presentations
Effective organisational leadership and management of organisational change	<ul style="list-style-type: none"> • Develop and implement a change management strategy to enable a smooth succession of CEO, stability in service delivery and operation, and support for staff through the change process • The Management Committee and Staff of SAF continue to build the strength and capability of the organisation, 	<ul style="list-style-type: none"> • A change management plan • Documented new CEO orientation and handover process • Minutes/evidence of on going positive communication between Management Committee and staff . • Funding is maintained and expanded where possible and income is diversified.

Strategic Plan



Key Result Area 3: Relationships

Developing working relationships across government, community and corporate sectors

Objectives	Key Strategies	Measures
<p>Collaborative relationships and partnerships to attract funds, enhance service delivery and SAF's profile in the community</p>	<ul style="list-style-type: none"> • Develop, document and implement a relationship development strategy • Target and recruit a Management Committee member/s with Relationship Development expertise and experience • Organise mentoring for the Management Committee and CEO on relationship development 	<ul style="list-style-type: none"> • A documented relationship development strategy • At least one Management Committee member with relationship development expertise and experience • Active relationship development mentorships for the Management Committee and CEO • % of CEO's role on relationship development • Number of corporate partnerships which result in increased funds and in-kind support • 33% of funds (including in-kind support) from corporate sector and individuals • Memorandums of Understanding

		with partner agencies <ul style="list-style-type: none"> • Number of active research partnerships
SAF's influence on sector directions and development	<ul style="list-style-type: none"> • Continue to participate in networks and forums at a community and sector wide level • Promote SAF's model, approach and outcomes 	<ul style="list-style-type: none"> • Evidence of participation in selected networks and forums • Documented service model, approach and outcomes presented distributed to selected organisations, networks and forums

Key Focus and Priorities

2010-2011	2011-2012	2012-2013
Key Focus and Priority		
<p>Organisational Capacity</p> <p>Effective leadership and management of organisational change</p> <ul style="list-style-type: none"> Develop and implement a change management plan 	<p>Organisational Capacity and Delivering Positive Outcomes for Children and Young People</p> <p>Expansion of Services</p> <ul style="list-style-type: none"> Seek funds and establish an After Care program 	<p>Relationships</p> <p>Collaborative relationships and partnerships to attract funds, enhance service delivery and SAF's profile in the community</p> <ul style="list-style-type: none"> Actively implementing the relationship development strategy
Ongoing Focus		
<p>Organisational Capacity</p> <p>Develop and implement policies, procedures and tools to enable a streamlined pathway for children young people across Programs and ensure consistency of practice and resources</p>		

Implementing and Monitoring the Strategic Plan



Action	Responsibility
Develop an Annual Operational Plan	CEO
Include measures from the Strategic Plan into CEO's Personal Goals and Development	Management Committee and CEO
CEO monthly report to the Management Committee	CEO
Develop Annual Program Work Plans based on the Strategic Plan	CEO and Team Managers
Review the Strategic Plan annually	Management Committee and CEO